

Message

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**From:** Badalamente, Mark [Badalamente.Mark@epa.gov]  
**Sent:** 5/23/2017 12:58:16 PM  
**To:** Dombrowski, John [Dombrowski.John@epa.gov]; Milton, Laura [Milton.Laura@epa.gov]  
**Subject:** RE: OECA VERA/VSIP - Initial Cut

Couldn't have said it better.

---

**From:** Dombrowski, John  
**Sent:** Tuesday, May 23, 2017 8:43 AM  
**To:** Milton, Laura <Milton.Laura@epa.gov>  
**Cc:** Badalamente, Mark <Badalamente.Mark@epa.gov>  
**Subject:** RE: OECA VERA/VSIP - Initial Cut

Thanks. This is helpful.

---

John Dombrowski, P.E.  
Deputy Director  
Office of Compliance  
Office of Enforcement and Compliance Assurance, U.S. EPA  
WJC South, Room 5140A (within 5142 bay area)  
202-566-0742 (Office)  

Ex. 6 - Personal Privacy

 (Cell)

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**From:** Milton, Laura  
**Sent:** Tuesday, May 23, 2017 6:42 AM  
**To:** Dombrowski, John <Dombrowski.John@epa.gov>  
**Subject:** RE: OECA VERA/VSIP - Initial Cut

I'll let Mark reply but,

## Ex. 5 - Deliberative Process

# Ex. 5 - Deliberative Process

We're walking a fine line.

Sent from my Windows Phone

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**From:** Dombrowski, John  
**Sent:** 5/22/2017 6:04 PM  
**To:** Badalamente, Mark; Barnet, Henry; DeLeon, Rafael; Hindin, David; Kelley, Rosemarie; Layne, Kenda; Leff, Karin; Lewis, Sheila; Mackey, Cyndy; Mazakas, Pam; Shinkman, Susan; Tejada, Matthew; Tomiak, Robert; Starfield, Lawrence; Cozad, David; Miles, Erin  
**Cc:** Milton, Laura  
**Subject:** RE: OECA VERA/VSIP - Initial Cut

Laura and Mark – Thanks for sending this analysis, it does help clarify the discussion we had at the Business Council. David and I were discussing

Ex. 5 - Deliberative Process

## Ex. 5 - Deliberative Process

### Ex. 5 - Deliberative Process

Just a thought we had discussed. Thx

John Dombrowski, P.E.  
Deputy Director  
Office of Compliance  
Office of Enforcement and Compliance Assurance, U.S. EPA  
WJC South, Room 5140A (within 5142 bay area)  
202-566-0742 (Office)  
(Cell)

Ex. 6 - Personal Privacy

**From:** Badalamente, Mark  
**Sent:** Thursday, May 18, 2017 1:53 PM  
**To:** Barnet, Henry <[Barnet.Henry@epa.gov](mailto:Barnet.Henry@epa.gov)>; DeLeon, Rafael <[DeLeon.Rafael@epa.gov](mailto:DeLeon.Rafael@epa.gov)>; Dombrowski, John <[Dombrowski.John@epa.gov](mailto:Dombrowski.John@epa.gov)>; Hindin, David <[Hindin.David@epa.gov](mailto:Hindin.David@epa.gov)>; Kelley, Rosemarie <[Kelley.Rosemarie@epa.gov](mailto:Kelley.Rosemarie@epa.gov)>; Layne, Kenda <[Layne.Kenda@epa.gov](mailto:Layne.Kenda@epa.gov)>; Leff, Karin <[Leff.Karin@epa.gov](mailto:Leff.Karin@epa.gov)>; Lewis, Sheila <[Lewis.Sheila@epa.gov](mailto:Lewis.Sheila@epa.gov)>; Mackey, Cyndy <[Mackey.Cyndy@epa.gov](mailto:Mackey.Cyndy@epa.gov)>; Mazakas, Pam <[Mazakas.Pam@epa.gov](mailto:Mazakas.Pam@epa.gov)>; Shinkman, Susan <[Shinkman.Susan@epa.gov](mailto:Shinkman.Susan@epa.gov)>; Tejada, Matthew <[Tejada.Matthew@epa.gov](mailto:Tejada.Matthew@epa.gov)>; Tomiak, Robert <[tomiak.robert@epa.gov](mailto:tomiak.robert@epa.gov)>; Starfield, Lawrence <[Starfield.Lawrence@epa.gov](mailto:Starfield.Lawrence@epa.gov)>; Cozad, David <[Cozad.David@epa.gov](mailto:Cozad.David@epa.gov)>; Miles, Erin <[Miles.Erin@epa.gov](mailto:Miles.Erin@epa.gov)>  
**Cc:** Milton, Laura <[Milton.Laura@epa.gov](mailto:Milton.Laura@epa.gov)>  
**Subject:** FW: OECA VERA/VSIP - Initial Cut

All –

Attached is our cut at allocating our targets VERA/VSIP offers across the OECA job series. As we discussed at yesterday's Business Council meeting, we are developing this at an OECA-wide, all locations approach. Please take a look at the attached and let me or Laura know if you have questions or concerns no later than COB Monday. We will need to submit this, together with our written business case, by next Wednesday.

Big thanks to Laura for pulling this together and balancing lots of competing interests!

**From:** Milton, Laura  
**Sent:** Thursday, May 18, 2017 1:35 PM  
**To:** Badalamente, Mark <[Badalamente.Mark@epa.gov](mailto:Badalamente.Mark@epa.gov)>  
**Subject:** OECA VERA/VSIP - Initial Cut

Hi Mark, here is an initial VERA/VSIP proposal with all of our locations merged and job series grouped together. Some of the job series don't reflect the working titles we use (e.g., GS-1001 General Arts are our communication specialist positions) which makes some a little confusing; I'm glad to provide more info to any of our offices regarding specific positions. The rest of this spreadsheet will include specific grade-level info for all of the VSIP eligible positions in each series but that will not impact the number of positions targeted/max number of offers/decision regarding restructuring or elimination.

Overall approach:

- Similar job series or those with similar classification standards are grouped together;

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# Ex. 5 - Deliberative Process

The full business case plus all of the detailed spreadsheets and payroll-related information is due by next Wednesday.

| OECA | Retirement<br>Eligible | VERA<br>Eligible<br>(does<br>not<br>include<br>RE) | VSIP | Total #<br>of<br>Targeted<br>Positions | Max #<br>of<br>Offers | # to<br>Restructure | # to<br>Eliminate | Comments |
|------|------------------------|--|------|--|-----------------------|---------------------|-------------------|----------|
|------|------------------------|--|------|--|-----------------------|---------------------|-------------------|----------|

# Ex. 5 - Deliberative Process

# Ex. 5 - Deliberative Process

Grand Total

## Ex. 5 - Deliberative Process

Laura Milton, PMO  
Administrative Management Division  
OECA/Office of Administration and Policy  
US Environmental Protection Agency  
Phone: 202-564-6017  
[milton.laura@epa.gov](mailto:milton.laura@epa.gov)

Message

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**From:** Shinkman, Susan [Shinkman.Susan@epa.gov]  
**Sent:** 4/28/2017 1:50:30 PM  
**To:** Badalamente, Mark [Badalamente.Mark@epa.gov]; OECA Office Directors and Deputy Directors [OECA\_Office\_Directors\_and\_Deputy\_Directors@epa.gov]; Starfield, Lawrence [Starfield.Lawrence@epa.gov]; Cozad, David [Cozad.David@epa.gov]; Miles, Erin [Miles.Erin@epa.gov]; Chu, Ed [Chu.Ed@epa.gov]; Brincks, Mike [brincks.mike@epa.gov]; Gargas, Toni [Gargas.Toni@epa.gov]; LaBoda, Sarah [LaBoda.Sarah@epa.gov]  
**CC:** Milton, Laura [Milton.Laura@epa.gov]  
**Subject:** RE: OECA VERA/VSIP narrative (OARM 5/5 deliverable)  
**Attachments:** OECA VERA VSIP2 compare.docx

Attached is a proposed redline with slight changes to bullet 3.

Thanks,  
Susan

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**From:** Badalamente, Mark  
**Sent:** Friday, April 28, 2017 8:17 AM  
**To:** OECA Office Directors and Deputy Directors <OECA\_Office\_Directors\_and\_Deputy\_Directors@epa.gov>; Starfield, Lawrence <Starfield.Lawrence@epa.gov>; Cozad, David <Cozad.David@epa.gov>; Miles, Erin <Miles.Erin@epa.gov>; Chu, Ed <Chu.Ed@epa.gov>; Brincks, Mike <brincks.mike@epa.gov>; Gargas, Toni <Gargas.Toni@epa.gov>; LaBoda, Sarah <LaBoda.Sarah@epa.gov>  
**Cc:** Milton, Laura <Milton.Laura@epa.gov>  
**Subject:** OECA VERA/VSIP narrative (OARM 5/5 deliverable)

Thanks for the input and discussion on the initial draft of OECA's "themes" VERA/VSIP document. This version reflects that input, and I am now sharing it for a final review before we submit it to OARM next Friday. Please do not share this broadly or distribute to staff. Please send comments and questions to me or Laura Milton.

\*\*\*\*\*

Mark Badalamente  
Acting Deputy Assistant Administrator for Management  
Senior Resource Official (SRO)  
Senior Information Official (SIO)  
Office of Enforcement and Compliance Assurance

US Environmental Protection Agency  
William Jefferson Clinton Building  
Room 3235 South  
Office: 202-564-4673  
Mobile: Ex. 6 - Personal Privacy

Message

---

**From:** DeLeon, Rafael [DeLeon.Rafael@epa.gov]  
**Sent:** 4/28/2017 12:43:52 PM  
**To:** Badalamente, Mark [Badalamente.Mark@epa.gov]; OECA Office Directors and Deputy Directors [OECA\_Office\_Directors\_and\_Deputy\_Directors@epa.gov]; Starfield, Lawrence [Starfield.Lawrence@epa.gov]; Cozad, David [Cozad.David@epa.gov]; Miles, Erin [Miles.Erin@epa.gov]; Chu, Ed [Chu.Ed@epa.gov]; Brincks, Mike [brincks.mike@epa.gov]; Gargas, Toni [Gargas.Toni@epa.gov]; LaBoda, Sarah [LaBoda.Sarah@epa.gov]  
**CC:** Milton, Laura [Milton.Laura@epa.gov]  
**Subject:** RE: OECA VERA/VSIP narrative (OARM 5/5 deliverable)  
**Attachments:** OECA VERA VSIP2RDL.docx

Mark

See tweaks....I would focus on functions.

Rafael DeLeon, Esq.  
Deputy Director  
EPA-Office of Enforcement and Compliance Assurance  
Office of Site Remediation Enforcement (Mail Code-2271A)  
1200 Pennsylvania Ave., N.W. (Room-WJC 5206)  
Washington, DC 20460  
202 564-5110 (Office Line)  
202 564-4899 (Direct Line)  
Ex. 6 - Personal Privacy (Office Cell)

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**From:** Badalamente, Mark  
**Sent:** Friday, April 28, 2017 8:17 AM  
**To:** OECA Office Directors and Deputy Directors <OECA\_Office\_Directors\_and\_Deputy\_Directors@epa.gov>; Starfield, Lawrence <Starfield.Lawrence@epa.gov>; Cozad, David <Cozad.David@epa.gov>; Miles, Erin <Miles.Erin@epa.gov>; Chu, Ed <Chu.Ed@epa.gov>; Brincks, Mike <brincks.mike@epa.gov>; Gargas, Toni <Gargas.Toni@epa.gov>; LaBoda, Sarah <LaBoda.Sarah@epa.gov>  
**Cc:** Milton, Laura <Milton.Laura@epa.gov>  
**Subject:** OECA VERA/VSIP narrative (OARM 5/5 deliverable)

Thanks for the input and discussion on the initial draft of OECA's "themes" VERA/VSIP document. This version reflects that input, and I am now sharing it for a final review before we submit it to OARM next Friday. Please do not share this broadly or distribute to staff. Please send comments and questions to me or Laura Milton.

\*\*\*\*\*  
Mark Badalamente  
Acting Deputy Assistant Administrator for Management  
Senior Resource Official (SRO)  
Senior Information Official (SIO)  
Office of Enforcement and Compliance Assurance

US Environmental Protection Agency  
William Jefferson Clinton Building

Room 3235 South

Office: 202-564-4673

Mobile: **Ex. 6 - Personal Privacy**

Message

---

**From:** Badalamente, Mark [Badalamente.Mark@epa.gov]  
**Sent:** 4/27/2017 11:50:03 AM  
**To:** Milton, Laura [Milton.Laura@epa.gov]  
**Subject:** comments on VV narrative  
**Attachments:** Fwd: Draft VERA/VSIP narrative - a few edits to consider; RE: Draft VERA/VSIP narrative; RE: Draft VERA/VSIP narrative; Re: Draft VERA/VSIP narrative; RE: Draft VERA/VSIP narrative; RE: Draft VERA/VSIP narrative - a few edits to consider; RE: Draft VERA/VSIP narrative; Re: Draft VERA/VSIP narrative; RE: Draft VERA/VSIP narrative; RE: Draft VERA/VSIP narrative; RE: Draft VERA/VSIP narrative; Re: Draft VERA/VSIP narrative; Re: Draft VERA/VSIP narrative

Here's all the comments I've received.

Message

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**From:** Cozad, David [Cozad.David@epa.gov]  
**Sent:** 4/26/2017 10:16:34 PM  
**To:** Badalamente, Mark [Badalamente.Mark@epa.gov]  
**Subject:** Fwd: Draft VERA/VSIP narrative - a few edits to consider

## Ex. 5 - Deliberative Process

Dave Cozad  
Acting Deputy AA, OECA

Sent from my iPhone

Begin forwarded message:

**From:** "Hindin, David" <Hindin.David@epa.gov>  
**Date:** April 26, 2017 at 5:15:46 PM EDT  
**To:** "Tomiak, Robert" <tomiak.robert@epa.gov>, "Badalamente, Mark" <Badalamente.Mark@epa.gov>  
**Cc:** OECA Office Directors and Deputy Directors  
<OECA.Office.Directors.and.Deputy.Directors@epa.gov>, "Starfield, Lawrence"  
<Starfield.Lawrence@epa.gov>, "Cozad, David" <Cozad.David@epa.gov>, "Miles, Erin"  
<Miles.Erin@epa.gov>  
**Subject:** RE: Draft VERA/VSIP narrative - a few edits to consider

Given the constraints, you have done a nice job but not frank enough. This is not just about streamlining and efficiency but downsizing and doing less. We should not pretend that is not the plan.

I would suggest two edits to be more frank:

For first sentence:

## Ex. 5 - Deliberative Process

In the second paragraph, modify this sentence:

## Ex. 5 - Deliberative Process

I also don't know if we need to mention centers of excellence as they are not well defined, an untested experiment, and if we are to be focused on direct implementation more, why would we do this thru a center or excellence in a region as opposed to HQ?

*David A. Hindin*  
Director, Office of Compliance  
Office of Enforcement and Compliance Assurance  
U.S. Environmental Protection Agency, Washington, DC 20460  
Phone 202-564-1300

**From:** Tomiak, Robert  
**Sent:** Wednesday, April 26, 2017 3:40 PM  
**To:** Badalamente, Mark <Badalamente.Mark@epa.gov>  
**Cc:** OECA Office Directors and Deputy Directors  
<OECA\_Office\_Directors\_and\_Deputy\_Directors@epa.gov>; Starfield, Lawrence  
<Starfield.Lawrence@epa.gov>; Cozad, David <Cozad.David@epa.gov>; Miles, Erin  
<Miles.Erin@epa.gov>  
**Subject:** Re: Draft VERA/VSIP narrative

I think given the circumstances, you've done a nice job of crafting a very general construct. I have no edits to offer.

Rob

On Apr 26, 2017, at 3:33 PM, Badalamente, Mark <Badalamente.Mark@epa.gov> wrote:

I am attaching a DRAFT narrative describing how OECA would approach a  
VERA/VSIP. As I've described, **Ex. 5 - Deliberative Process**

## **Ex. 5 - Deliberative Process**

### **Ex. 5 - Deliberative Process**

#### **Ex. 5 - Deliberative Process**

I'd like your initial reactions as quickly as you can get them to me (and to Laura). I need to share this with lead region, and we need to finalize by Friday, May 5<sup>th</sup>. I would like to send a draft to Region 7 tomorrow (they have been asking to see it), so if you can give me quick reactions, I will try to incorporate and share a new version with you and Region 7 tomorrow afternoon. Please do not circulate or share this with staff or beyond those with a need to see it.

Thanks for the initial ideas, thoughts and principles that you've already shared, and a big thanks to Laura for pulling this initial draft together.

\*\*\*\*\*  
Mark Badalamente  
Acting Deputy Assistant Administrator for Management  
Senior Resource Official (SRO)  
Senior Information Official (SIO)  
Office of Enforcement and Compliance Assurance

US Environmental Protection Agency  
William Jefferson Clinton Building  
Room 3235 South  
Office: 202-564-4673  
Mobile: **Ex. 6 - Personal Privacy**

<OECA VERA VSIP.docx>

Message

---

**From:** Hindin, David [Hindin.David@epa.gov]  
**Sent:** 4/26/2017 9:15:46 PM  
**To:** Tomiak, Robert [tomiak.robert@epa.gov]; Badalamente, Mark [Badalamente.Mark@epa.gov]  
**CC:** OECA Office Directors and Deputy Directors [OECA\_Office\_Directors\_and\_Deputy\_Directors@epa.gov]; Starfield, Lawrence [Starfield.Lawrence@epa.gov]; Cozad, David [Cozad.David@epa.gov]; Miles, Erin [Miles.Erin@epa.gov]  
**Subject:** RE: Draft VERA/VSIP narrative - a few edits to consider

Given the constraints, you have done a nice job but not frank enough. This is not just about streamlining and efficiency but downsizing and doing less. We should not pretend that is not the plan.

I would suggest two edits to be more frank:

For first sentence:

## Ex. 5 - Deliberative Process

In the second paragraph, modify this sentence:

## Ex. 5 - Deliberative Process

*David A. Hindin*  
Director, Office of Compliance  
Office of Enforcement and Compliance Assurance  
U.S. Environmental Protection Agency, Washington, DC 20460  
Phone 202-564-1300

---

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**Sent:** Wednesday, April 26, 2017 3:40 PM  
**To:** Badalamente, Mark <Badalamente.Mark@epa.gov>  
**Cc:** OECA Office Directors and Deputy Directors <OECA\_Office\_Directors\_and\_Deputy\_Directors@epa.gov>; Starfield, Lawrence <Starfield.Lawrence@epa.gov>; Cozad, David <Cozad.David@epa.gov>; Miles, Erin <Miles.Erin@epa.gov>  
**Subject:** Re: Draft VERA/VSIP narrative

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On Apr 26, 2017, at 3:33 PM, Badalamente, Mark <Badalamente.Mark@epa.gov> wrote:

I am attaching a DRAFT narrative describing how OECA would approach a VERA/VSIP. As I've described,

## Ex. 5 - Deliberative Process

**Ex. 5 - Deliberative Process**

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Thanks for the initial ideas, thoughts and principles that you've already shared, and a big thanks to Laura for pulling this initial draft together.

\*\*\*\*\*

Mark Badalamente  
Acting Deputy Assistant Administrator for Management  
Senior Resource Official (SRO)  
Senior Information Official (SIO)  
Office of Enforcement and Compliance Assurance

US Environmental Protection Agency  
William Jefferson Clinton Building  
Room 3235 South  
Office: 202-564-4673  
Mobile: Ex. 6 - Personal Privacy

<OECA VERA VSIP.docx>

Message

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**From:** Barnet, Henry [Barnet.Henry@epa.gov]  
**Sent:** 4/26/2017 10:12:09 PM  
**To:** Mazakas, Pam [Mazakas.Pam@epa.gov]; Leff, Karin [Leff.Karin@epa.gov]; Badalamente, Mark [Badalamente.Mark@epa.gov]  
**CC:** OECA Office Directors and Deputy Directors [OECA\_Office\_Directors\_and\_Deputy\_Directors@epa.gov]; Starfield, Lawrence [Starfield.Lawrence@epa.gov]; Cozad, David [Cozad.David@epa.gov]; Miles, Erin [Miles.Erin@epa.gov]  
**Subject:** RE: Draft VERA/VSIP narrative

Looks good. I don't have anything additional to add.

Henry E. Barnet, Director  
Office of Criminal Enforcement, Forensics & Training  
U.S. Environmental Protection Agency  
1200 Pennsylvania Avenue, N.W.  
WJC South Room 1211  
Washington, D.C. 20004  
202.564.2480

---

**From:** Mazakas, Pam  
**Sent:** Wednesday, April 26, 2017 6:07 PM  
**To:** Leff, Karin <Leff.Karin@epa.gov>; Badalamente, Mark <Badalamente.Mark@epa.gov>  
**Cc:** OECA Office Directors and Deputy Directors <OECA\_Office\_Directors\_and\_Deputy\_Directors@epa.gov>; Starfield, Lawrence <Starfield.Lawrence@epa.gov>; Cozad, David <Cozad.David@epa.gov>; Miles, Erin <Miles.Erin@epa.gov>  
**Subject:** RE: Draft VERA/VSIP narrative

I agree with Karin's comments and added a short note to her markup regarding the statement in red.

**Ex. 5 - Deliberative Process**

Thanks,

*Pam*

Pamela J. Mazakas  
Deputy Director  
Office of Criminal Enforcement, Forensics, and Training  
U.S. EPA  
202/564-2480

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**From:** Leff, Karin  
**Sent:** Wednesday, April 26, 2017 5:59 PM  
**To:** Badalamente, Mark <Badalamente.Mark@epa.gov>  
**Cc:** OECA Office Directors and Deputy Directors <OECA\_Office\_Directors\_and\_Deputy\_Directors@epa.gov>; Starfield, Lawrence <Starfield.Lawrence@epa.gov>; Cozad, David <Cozad.David@epa.gov>; Miles, Erin <Miles.Erin@epa.gov>  
**Subject:** Re: Draft VERA/VSIP narrative

This looks really good. My suggestions are in caps below.

Also I agree with David that we should be clear that we will be doing less not just being more efficient. I think you were trying to address that point by using the word focused. I added "further targeting our efforts" to get this point across but I'm not sure that really makes this point.

## **Ex. 5 - Deliberative Process**

Sent from my iPhone

On Apr 26, 2017, at 3:33 PM, Badalamente, Mark <[Badalamente.Mark@epa.gov](mailto:Badalamente.Mark@epa.gov)> wrote:

I am attaching a DRAFT narrative describing how OECA would approach a VERA/VSIP. As I've described,

## **Ex. 5 - Deliberative Process**

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Thanks for the initial ideas, thoughts and principles that you've already shared, and a big thanks to Laura for pulling this initial draft together.

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Mark Badalamente  
Acting Deputy Assistant Administrator for Management  
Senior Resource Official (SRO)  
Senior Information Official (SIO)  
Office of Enforcement and Compliance Assurance

US Environmental Protection Agency  
William Jefferson Clinton Building  
Room 3235 South  
Office: 202-564-4673  
Mobile: Ex. 6 - Personal Privacy

<OECA VERA VSIP.docx>

Message

---

**From:** Mazakas, Pam [Mazakas.Pam@epa.gov]  
**Sent:** 4/26/2017 10:07:26 PM  
**To:** Leff, Karin [Leff.Karin@epa.gov]; Badalamente, Mark [Badalamente.Mark@epa.gov]  
**CC:** OECA Office Directors and Deputy Directors [OECA\_Office\_Directors\_and\_Deputy\_Directors@epa.gov]; Starfield, Lawrence [Starfield.Lawrence@epa.gov]; Cozad, David [Cozad.David@epa.gov]; Miles, Erin [Miles.Erin@epa.gov]  
**Subject:** RE: Draft VERA/VSIP narrative

I agree with Karin's comments and added a short note to her markup regarding the criminal enforcement consolidation statement in red.

Thanks,

*Pam*

Pamela J. Mazakas  
Deputy Director  
Office of Criminal Enforcement, Forensics, and Training  
U.S. EPA  
202/564-2480

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---

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**Sent:** Wednesday, April 26, 2017 5:59 PM  
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**Cc:** OECA Office Directors and Deputy Directors <OECA\_Office\_Directors\_and\_Deputy\_Directors@epa.gov>; Starfield, Lawrence <Starfield.Lawrence@epa.gov>; Cozad, David <Cozad.David@epa.gov>; Miles, Erin <Miles.Erin@epa.gov>  
**Subject:** Re: Draft VERA/VSIP narrative

This looks really good. My suggestions are in caps below.

Also I agree with David that we should be clear that we will be doing less not just being more efficient. I think you were trying to address that point by using the word focused. I added "further targeting our efforts" to get this point across but I'm not sure that really makes this point.

OECA proposes a broad VERA/VSIP in anticipation of a consolidation of functions, delayering of management, and restructuring of organizational components to achieve both near-term workforce reductions and to establish a more efficient and focused Federal enforcement and compliance program that is aligned with the Agency's strategic direction. A reduction in personnel may also help to offset pressure on limited extramural resources in the longer term. (IS IT JUST EXTRAMURAL RESOURCES? ISN'T IT ALL OUR NON PAY RESOURCES TOO )

We currently have approximately  employees in  headquarters and field office locations in a range of job series and grades, with the majority in Program Analyst, Environmental Protection Specialist, Attorney, and Criminal Investigator positions. We propose to offer VERA/VSIP buyouts to eligible employees across all job series, eliminating or restructuring positions vacated by departing employees to meet future agency and organizational needs. The maximum

number of positions to be eligible by series and location will be based upon current staffing levels and anticipated organizational needs, with adjustments to be made in accordance with future restructuring efforts.

Tentative areas of workforce reshaping and restructuring:

- Many of OECA's components include separate human resources, financial management, contracts/grants management, and other program support functions. A number of eligible staff perform these functions; elimination of these positions and centralization and consolidation of remaining staff could reduce redundancies.
- OECA's current ratio of supervisors to staff is approximately  supervisory positions vacated as part of a buyout could provide an opportunity for delayering of management and restructuring of positions to reflect changes to organizational components.
- In partnership with states and tribes, OECA may be able to more narrowly focus enforcement and compliance efforts on programs where the Agency has direct implementation responsibilities or is most needed (AND FURTHER TARGET OUR EFFORTS IN THESE PROGRAMS ). This may result in elimination or merging of functions to improve coordination and achievement of organizational efficiencies that would cross OECA's programs and staff and management positions. At Headquarters, this may include a streamlining of support for Regional casework. While these opportunities have not yet been defined, it is anticipated that a restructuring of functions may be necessary and could include, e.g., creation of additional centers of excellence to leverage resources ,( POSSIBLE WORKSHARING ACROSS ORGANIZATIONAL LINES ). A broad approach to a buyout would be consistent with this effort.
- Based upon the availability of resources associated with Permanent Change of Station costs, the Criminal Enforcement program may consolidate geographic locations to centralize agents in larger Area Offices **[pjm]** and/or offices with a larger industrial concentration. A targeted buyout would facilitate closures in some locations.

Sent from my iPhone

On Apr 26, 2017, at 3:33 PM, Badalamente, Mark <[Badalamente.Mark@epa.gov](mailto:Badalamente.Mark@epa.gov)> wrote:

I am attaching a DRAFT narrative describing how OECA would approach a VERA/VSIP. As I've described, the objective for this narrative is to make the scope of the VERA/VSIP offering as broad as possible, without limiting our policy/organizational options too much. As a result, you will not see details or specifics about which specific jobs we would be targeting for a VERA/VSIP, rather, this is a set of broader themes to justify our intention to offer a the VERA/VSIP broadly. I'd like your initial reactions as quickly as you can get them to me (and to Laura). I need to share this with lead region, and we need to finalize by Friday, May 5<sup>th</sup>. I would like to send a draft to Region 7 tomorrow (they have been asking to see it), so if you can give me quick reactions, I will try to incorporate and share a new version with you and Region 7 tomorrow afternoon. Please do not circulate or share this with staff or beyond those with a need to see it.

Thanks for the initial ideas, thoughts and principles that you've already shared, and a big thanks to Laura for pulling this initial draft together.

\*\*\*\*\*  
Mark Badalamente  
Acting Deputy Assistant Administrator for Management  
Senior Resource Official (SRO)  
Senior Information Official (SIO)  
Office of Enforcement and Compliance Assurance

US Environmental Protection Agency  
William Jefferson Clinton Building  
Room 3235 South  
Office: ~~202-564-4673~~  
Mobile: **Ex. 6 - Personal Privacy**

<OECA VERA VSIP.docx>

Message

---

**From:** Leff, Karin [Leff.Karin@epa.gov]  
**Sent:** 4/26/2017 9:59:20 PM  
**To:** Badalamente, Mark [Badalamente.Mark@epa.gov]  
**CC:** OECA Office Directors and Deputy Directors [OECA\_Office\_Directors\_and\_Deputy\_Directors@epa.gov]; Starfield, Lawrence [Starfield.Lawrence@epa.gov]; Cozad, David [Cozad.David@epa.gov]; Miles, Erin [Miles.Erin@epa.gov]  
**Subject:** Re: Draft VERA/VSIP narrative

This looks really good. My suggestions are in caps below.

Also I agree with David that we should be clear that we will be doing less not just being more efficient. I think you were trying to address that point by using the word focused. I added "further targeting our efforts" to get this point across but I'm not sure that really makes this point.

## Ex. 5 - Deliberative Process

Sent from my iPhone

On Apr 26, 2017, at 3:33 PM, Badalamente, Mark <[Badalamente.Mark@epa.gov](mailto:Badalamente.Mark@epa.gov)> wrote:

I am attaching a DRAFT narrative describing how OECA would approach a VERA/VSIP. As I've described,

## **Ex. 5 - Deliberative Process**

### **Ex. 5 - Deliberative Process**

I'd like your initial reactions as quickly as you can get them to me (and to Laura). I need to share this with lead region, and we need to finalize by Friday, May 5<sup>th</sup>. I would like to send a draft to Region 7 tomorrow (they have been asking to see it), so if you can give me quick reactions, I will try to incorporate and share a new version with you and Region 7 tomorrow afternoon. Please do not circulate or share this with staff or beyond those with a need to see it.

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Acting Deputy Assistant Administrator for Management  
Senior Resource Official (SRO)  
Senior Information Official (SIO)  
Office of Enforcement and Compliance Assurance

US Environmental Protection Agency  
William Jefferson Clinton Building  
Room 3235 South  
Office: 202-564-4673  
Mobile: **Ex. 6 - Personal Privacy**

<OECA VERA VSIP.docx>

Message

---

**From:** DeLeon, Rafael [DeLeon.Rafael@epa.gov]  
**Sent:** 4/26/2017 9:30:12 PM  
**To:** Badalamente, Mark [Badalamente.Mark@epa.gov]; OECA Office Directors and Deputy Directors [OECA\_Office\_Directors\_and\_Deputy\_Directors@epa.gov]; Starfield, Lawrence [Starfield.Lawrence@epa.gov]; Cozad, David [Cozad.David@epa.gov]; Miles, Erin [Miles.Erin@epa.gov]  
**Subject:** RE: Draft VERA/VSIP narrative

Mark

I think this is good. The following comments are offered in the spirit of trying to be sensitive to staff. Ex. 5 - Deliberative Process

## Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process I deleted where indicated and added an additional bullet capturing the deletion. I suggest making a slight revision as follows:

New Version

# Ex. 5 - Deliberative Process

# Ex. 5 - Deliberative Process

Rafael DeLeon, Esq.  
Deputy Director  
EPA-Office of Enforcement and Compliance Assurance  
Office of Site Remediation Enforcement (Mail Code-2271A)  
1200 Pennsylvania Ave., N.W. (Room-WJC 5206)  
Washington, DC 20460  
202 564-5110 (Office Line)  
202 564-4899 (Direct Line)  
Ex. 6 - Personal Privacy (Office Cell)

This message is CONFIDENTIAL, and may contain legally privileged information. If you are not the intended recipient, or believe you received this communication in error, please delete it immediately, do not copy, and notify the sender. Thank you.

**From:** Badalamente, Mark  
**Sent:** Wednesday, April 26, 2017 3:34 PM  
**To:** OECA Office Directors and Deputy Directors <OECA\_Office\_Directors\_and\_Deputy\_Directors@epa.gov>; Starfield, Lawrence <Starfield.Lawrence@epa.gov>; Cozad, David <Cozad.David@epa.gov>; Miles, Erin <Miles.Erin@epa.gov>  
**Subject:** Draft VERA/VSIP narrative

I am attaching a DRAFT narrative describing how OECA would approach a VERA/VSIP. As I've described

Ex. 5 - Deliberative Process

## Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process I'd like your initial reactions as quickly as you can get them to me (and to Laura). I need to share this with lead region, and we need to finalize by Friday, May 5<sup>th</sup>. I would like to send a draft to Region 7 tomorrow (they have been asking to see it), so if you can give me quick reactions, I will try to incorporate and share a new version with you and Region 7 tomorrow afternoon. Please do not circulate or share this with staff or beyond those with a need to see it.

Thanks for the initial ideas, thoughts and principles that you've already shared, and a big thanks to Laura for pulling this initial draft together.

\*\*\*\*\*  
Mark Badalamente  
Acting Deputy Assistant Administrator for Management

ED\_001372E\_00084510-00002

Senior Resource Official (SRO)  
Senior Information Official (SIO)  
Office of Enforcement and Compliance Assurance

US Environmental Protection Agency  
William Jefferson Clinton Building  
Room 3235 South  
Office: 202-564-4673

Mobile:

**Ex. 6 - Personal Privacy**

Message

---

**From:** DeLeon, Rafael [DeLeon.Rafael@epa.gov]  
**Sent:** 4/26/2017 9:11:33 PM  
**To:** Cozad, David [Cozad.David@epa.gov]; Badalamente, Mark [Badalamente.Mark@epa.gov]; OECA Office Directors and Deputy Directors [OECA\_Office\_Directors\_and\_Deputy\_Directors@epa.gov]; Starfield, Lawrence [Starfield.Lawrence@epa.gov]; Miles, Erin [Miles.Erin@epa.gov]  
**Subject:** RE: Draft VERA/VSIP narrative

This is nice work but I do have a few concerns. Trying to determine how best to articulate/share them.

Rafael DeLeon, Esq.  
Deputy Director  
EPA-Office of Enforcement and Compliance Assurance  
Office of Site Remediation Enforcement (Mail Code-2271A)  
1200 Pennsylvania Ave., N.W. (Room-WJC 5206)  
Washington, DC 20460  
202 564-5110 (Office Line)  
202 564-4899 (Direct Line)  
Ex. 6 - Personal Privacy (Office Cell)

This message is CONFIDENTIAL, and may contain legally privileged information. If you are not the intended recipient, or believe you received this communication in error, please delete it immediately, do not copy, and notify the sender. Thank you.

---

**From:** Cozad, David  
**Sent:** Wednesday, April 26, 2017 4:46 PM  
**To:** Badalamente, Mark <Badalamente.Mark@epa.gov>; OECA Office Directors and Deputy Directors <OECA\_Office\_Directors\_and\_Deputy\_Directors@epa.gov>; Starfield, Lawrence <Starfield.Lawrence@epa.gov>; Miles, Erin <Miles.Erin@epa.gov>  
**Subject:** RE: Draft VERA/VSIP narrative

Nice work. No comments from here.

---

**From:** Badalamente, Mark  
**Sent:** Wednesday, April 26, 2017 3:34 PM  
**To:** OECA Office Directors and Deputy Directors <OECA\_Office\_Directors\_and\_Deputy\_Directors@epa.gov>; Starfield, Lawrence <Starfield.Lawrence@epa.gov>; Cozad, David <Cozad.David@epa.gov>; Miles, Erin <Miles.Erin@epa.gov>  
**Subject:** Draft VERA/VSIP narrative

I am attaching a DRAFT narrative describing how OECA would approach a VERA/VSIP. As I've described,

## Ex. 5 - Deliberative Process

### Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process I'd like your initial reactions as quickly as you can get them to me (and to Laura). I need to share this with lead region, and we need to finalize by Friday, May 5<sup>th</sup>. I would like to send a draft to Region 7 tomorrow (they have been asking to see it), so if you can give me quick reactions, I will try to incorporate and share a new version with you and Region 7 tomorrow afternoon. Please do not circulate or share this with staff or beyond those with a need to see it.

Thanks for the initial ideas, thoughts and principles that you've already shared, and a big thanks to Laura for pulling this initial draft together.

\*\*\*\*\*

Mark Badalamente  
Acting Deputy Assistant Administrator for Management  
Senior Resource Official (SRO)  
Senior Information Official (SIO)  
Office of Enforcement and Compliance Assurance

US Environmental Protection Agency  
William Jefferson Clinton Building  
Room 3235 South  
Office: 202-564-4673

Mobile:

Ex. 6 - Personal Privacy

Message

---

**From:** Tejada, Matthew [Tejada.Matthew@epa.gov]  
**Sent:** 4/26/2017 8:54:04 PM  
**To:** Badalamente, Mark [Badalamente.Mark@epa.gov]  
**CC:** Lewis, Sheila [Lewis.Sheila@epa.gov]  
**Subject:** Re: Draft VERA/VSIP narrative

Looks good and well done by us Mark. Thanks for all of your work on this.  
M

Matthew Tejada  
Director - Office of Environmental Justice  
US Environmental Protection Agency  
202-564-8047

On Apr 26, 2017, at 2:33 PM, Badalamente, Mark <Badalamente.Mark@epa.gov> wrote:

I am attaching a DRAFT narrative describing how OECA would approach a VERA/VSIP. As I've described,

## Ex. 5 - Deliberative Process

### Ex. 5 - Deliberative Process

#### Ex. 5 - Deliberative Process

I'd like your initial reactions as quickly as you can get them to me (and to Laura). I need to share this with lead region, and we need to finalize by Friday, May 5<sup>th</sup>. I would like to send a draft to Region 7 tomorrow (they have been asking to see it), so if you can give me quick reactions, I will try to incorporate and share a new version with you and Region 7 tomorrow afternoon. Please do not circulate or share this with staff or beyond those with a need to see it.

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\*\*\*\*\*  
Mark Badalamente  
Acting Deputy Assistant Administrator for Management  
Senior Resource Official (SRO)  
Senior Information Official (SIO)  
Office of Enforcement and Compliance Assurance

US Environmental Protection Agency  
William Jefferson Clinton Building  
Room 3235 South  
Office: 202-564-4673  
Mobile: Ex. 6 - Personal Privacy

<OECA VERA VSIP.docx>

Message

---

**From:** Cozad, David [Cozad.David@epa.gov]  
**Sent:** 4/26/2017 8:45:47 PM  
**To:** Badalamente, Mark [Badalamente.Mark@epa.gov]; OECA Office Directors and Deputy Directors [OECA\_Office\_Directors\_and\_Deputy\_Directors@epa.gov]; Starfield, Lawrence [Starfield.Lawrence@epa.gov]; Miles, Erin [Miles.Erin@epa.gov]  
**Subject:** RE: Draft VERA/VSIP narrative

Nice work. No comments from here.

---

**From:** Badalamente, Mark  
**Sent:** Wednesday, April 26, 2017 3:34 PM  
**To:** OECA Office Directors and Deputy Directors <OECA\_Office\_Directors\_and\_Deputy\_Directors@epa.gov>; Starfield, Lawrence <Starfield.Lawrence@epa.gov>; Cozad, David <Cozad.David@epa.gov>; Miles, Erin <Miles.Erin@epa.gov>  
**Subject:** Draft VERA/VSIP narrative

I am attaching a DRAFT narrative describing how OECA would approach a VERA/VSIP. As I've described, the objective for this narrative is to make the scope of the VERA/VSIP offering as broad as possible, without limiting our policy/organizational options too much. As a result, you will not see details or specifics about which specific jobs we would be targeting for a VERA/VSIP, rather, this is a set of broader themes to justify our intention to offer a the VERA/VSIP broadly. I'd like your initial reactions as quickly as you can get them to me (and to Laura). I need to share this with lead region, and we need to finalize by Friday, May 5<sup>th</sup>. I would like to send a draft to Region 7 tomorrow (they have been asking to see it), so if you can give me quick reactions, I will try to incorporate and share a new version with you and Region 7 tomorrow afternoon. Please do not circulate or share this with staff or beyond those with a need to see it.

Thanks for the initial ideas, thoughts and principles that you've already shared, and a big thanks to Laura for pulling this initial draft together.

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Mark Badalamente  
Acting Deputy Assistant Administrator for Management  
Senior Resource Official (SRO)  
Senior Information Official (SIO)  
Office of Enforcement and Compliance Assurance

US Environmental Protection Agency  
William Jefferson Clinton Building  
Room 3235 South  
Office: 202-564-4673

Mobile: Ex. 6 - Personal Privacy

Message

---

**From:** Starfield, Lawrence [Starfield.Lawrence@epa.gov]  
**Sent:** 4/26/2017 8:27:08 PM  
**To:** Badalamente, Mark [Badalamente.Mark@epa.gov]  
**Subject:** RE: Draft VERA/VSIP narrative

Corrected version of my note to you -- read this one:

DELIBERATIVE AND CONFIDENTIAL

Mark,

This looks like a good (though vague) proposal -- I had thought we needed to provide **Ex. 5 - Deliberative Process** but perhaps not.

I wanted to share a few items from Monday's discussion with Donna V. at the Acting AA/RA meeting:

# Ex. 5 - Deliberative Process

Larry

Sent from my Windows Phone

Sent from my Windows Phone

---

**From:** Badalamente, Mark  
**Sent:** 4/26/2017 2:33 PM  
**To:** OECA Office Directors and Deputy Directors; Starfield, Lawrence; Cozad, David; Miles, Erin  
**Subject:** Draft VERA/VSIP narrative

I am attaching a DRAFT narrative describing how OECA would approach a VERA/VSIP. As I've described, **Ex. 5 - Deliberative Process**

## Ex. 5 - Deliberative Process

### Ex. 5 - Deliberative Process

**Ex. 5 - Deliberative Process** I'd like your initial reactions as quickly as you can get them to me (and to Laura). I need to share this with lead region, and we need to finalize by Friday, May 5<sup>th</sup>. I would like to send a draft to Region 7 tomorrow (they

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Office of Enforcement and Compliance Assurance

US Environmental Protection Agency  
William Jefferson Clinton Building  
Room 3235 South  
Office: 202-564-4673  
Mobile:

Ex. 6 - Personal Privacy

Message

---

**From:** Miles, Erin [Miles.Erin@epa.gov]  
**Sent:** 4/26/2017 8:19:23 PM  
**To:** Badalamente, Mark [Badalamente.Mark@epa.gov]  
**Subject:** Re: Draft VERA/VSIP narrative

Great job to Laura, I have no comments.

Sent from my iPhone

On Apr 26, 2017, at 3:33 PM, Badalamente, Mark <Badalamente.Mark@epa.gov> wrote:

I am attaching a DRAFT narrative describing how OECA would approach a VERA/VSIP. As I've described,

## **Ex. 5 - Deliberative Process**

### **Ex. 5 - Deliberative Process**

#### **Ex. 5 - Deliberative Process**

I'd like your initial reactions as quickly as you can get them to me (and to Laura). I need to share this with lead region, and we need to finalize by Friday, May 5<sup>th</sup>. I would like to send a draft to Region 7 tomorrow (they have been asking to see it), so if you can give me quick reactions, I will try to incorporate and share a new version with you and Region 7 tomorrow afternoon. Please do not circulate or share this with staff or beyond those with a need to see it.

Thanks for the initial ideas, thoughts and principles that you've already shared, and a big thanks to Laura for pulling this initial draft together.

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Mark Badalamente  
Acting Deputy Assistant Administrator for Management  
Senior Resource Official (SRO)  
Senior Information Official (SIO)  
Office of Enforcement and Compliance Assurance

US Environmental Protection Agency  
William Jefferson Clinton Building  
Room 3235 South  
Office: 202-564-4673

Mobile: **Ex. 6 - Personal Privacy**

<OECA VERA VSIP.docx>

Message

---

**From:** Tomiak, Robert [tomiak.robert@epa.gov]  
**Sent:** 4/26/2017 7:40:14 PM  
**To:** Badalamente, Mark [Badalamente.Mark@epa.gov]  
**CC:** OECA Office Directors and Deputy Directors [OECA\_Office\_Directors\_and\_Deputy\_Directors@epa.gov]; Starfield, Lawrence [Starfield.Lawrence@epa.gov]; Cozad, David [Cozad.David@epa.gov]; Miles, Erin [Miles.Erin@epa.gov]  
**Subject:** Re: Draft VERA/VSIP narrative

I think given the circumstances, you've done a nice job of crafting a very general construct. I have no edits to offer.

Rob

On Apr 26, 2017, at 3:33 PM, Badalamente, Mark <Badalamente.Mark@epa.gov> wrote:

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## **Ex. 5 - Deliberative Process**

### **Ex. 5 - Deliberative Process**

#### **Ex. 5 - Deliberative Process**

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Mark Badalamente  
Acting Deputy Assistant Administrator for Management  
Senior Resource Official (SRO)  
Senior Information Official (SIO)  
Office of Enforcement and Compliance Assurance

US Environmental Protection Agency  
William Jefferson Clinton Building  
Room 3235 South  
Office: 202-564-4673  
Mobile: Ex. 6 - Personal Privacy

<OECA VERA VSIP.docx>

Message

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**From:** Badalamente, Mark [Badalamente.Mark@epa.gov]  
**Sent:** 4/26/2017 7:44:57 PM  
**To:** Milton, Laura [Milton.Laura@epa.gov]  
**Subject:** FW: Draft VERA/VSIP narrative  
**Attachments:** OECA VERA VSIP.docx

Darn it – I forgot to copy you. I'll forward any responses I get.

---

**From:** Badalamente, Mark  
**Sent:** Wednesday, April 26, 2017 3:34 PM  
**To:** OECA Office Directors and Deputy Directors <OECA\_Office\_Directors\_and\_Deputy\_Directors@epa.gov>; Starfield, Lawrence <Starfield.Lawrence@epa.gov>; Cozad, David <Cozad.David@epa.gov>; Miles, Erin <Miles.Erin@epa.gov>  
**Subject:** Draft VERA/VSIP narrative

I am attaching a DRAFT narrative describing how OECA would approach a VERA/VSIP. As I've described Ex. 5 - Deliberative Process

## Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process I'd like your initial reactions as quickly as you can get them to me (and to Laura). I need to share this with lead region, and we need to finalize by Friday, May 5<sup>th</sup>. I would like to send a draft to Region 7 tomorrow (they have been asking to see it), so if you can give me quick reactions, I will try to incorporate and share a new version with you and Region 7 tomorrow afternoon. Please do not circulate or share this with staff or beyond those with a need to see it.

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Mark Badalamente  
Acting Deputy Assistant Administrator for Management  
Senior Resource Official (SRO)  
Senior Information Official (SIO)  
Office of Enforcement and Compliance Assurance

US Environmental Protection Agency  
William Jefferson Clinton Building  
Room 3235 South  
Office: 202-564-4673  
Mobile: Ex. 6 - Personal Privacy

Message

---

**From:** The Miltons [mlkmob@aol.com]  
**Sent:** 4/24/2017 12:24:06 AM  
**To:** Milton, Laura [Milton.Laura@epa.gov]  
**Subject:** buyout draft  
**Attachments:** OECA VERA VSIP.docx

Message

---

**From:** Milton, Laura [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=9F553DF6D56744F8A829E626FDE50A35-LMILTON]  
**Sent:** 5/16/2018 8:11:08 PM  
**To:** Mark Badalamente [Badalamente.Mark@epa.gov]  
**CC:** David Swack [Swack.David@epa.gov]  
**Subject:** FW: do you have the revised OSRE hiring priorities?  
**Attachments:** OSRE Revised Interim Priority hires 5\_16\_18.xlsx; OECA Hiring Priorities May - September.xlsx

Attached are OSRE's revised priorities and a revised OECA spreadsheet. OSRE's top priority, a Branch Chief for their Policy and Guidance Branch, was not in their initial submission and two other priorities were included as internal hires though they were seeking to recruit agency-wide. I think if other offices had the chance to revise, they would too.

Laura Milton, PMO  
Administrative Management Division  
OECA/Office of Administration and Policy  
US Environmental Protection Agency  
Phone: 202-564-6017  
[milton.laura@epa.gov](mailto:milton.laura@epa.gov)

---

**From:** Pointer, Shereta  
**Sent:** Wednesday, May 16, 2018 2:13 PM  
**To:** Milton, Laura <Milton.Laura@epa.gov>  
**Cc:** DeLeon, Rafael <DeLeon.Rafael@epa.gov>  
**Subject:** RE: do you have the revised OSRE hiring priorities?

Hi Laura, please find attached OSRE revised hiring priorities. Let me know if you have any questions. Thanks

---

**From:** Milton, Laura  
**Sent:** Wednesday, May 16, 2018 12:29 PM  
**To:** Pointer, Shereta <Pointer.Shereta@epa.gov>  
**Subject:** do you have the revised OSRE hiring priorities?

Laura Milton, PMO  
Administrative Management Division  
OECA/Office of Administration and Policy  
US Environmental Protection Agency  
Phone: 202-564-6017  
[milton.laura@epa.gov](mailto:milton.laura@epa.gov)

Message

**From:** Milton, Laura [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=9F553DF6D56744F8A829E626FDE50A35-LMILTON]  
**Sent:** 5/14/2018 3:04:20 PM  
**To:** Mark Badalamente [Badalamente.Mark@epa.gov]  
**CC:** David Swack [Swack.David@epa.gov]  
**Subject:** Priority hiring requests  
**Attachments:** OECA Hiring Priorities May - September.xlsx

Hi, attached is the updated version including **Ex. 5 - Deliberative Process**. There are [ ] total + OCE's deputy OD position which may or may not end up getting filled externally.

Based on this, I think it could be something like: [ ] agents + [ ] other for OCEFT, [ ] for OC, [ ] + [ ] for the deputy for OCE, [ ] for FFEO [ ] or OSRE?

We could fill one here if the OCE deputy goes internal. I'd gladly take it in anticipation of [ ] and [ ] leaving by the end of the year.

Laura Milton, PMO  
Administrative Management Division  
OECA/Office of Administration and Policy  
US Environmental Protection Agency  
Phone: 202-564-6017  
[milton.laura@epa.gov](mailto:milton.laura@epa.gov)

Message

---

**From:** Milton, Laura [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=9F553DF6D56744F8A829E626FDE50A35-LMILTON]  
**Sent:** 5/2/2018 5:17:56 PM  
**To:** Mark Badalamente [Badalamente.Mark@epa.gov]; David Swack [Swack.David@epa.gov]  
**Subject:** Here are the Office requests  
**Attachments:** OECA Hiring Priorities May - September.xlsx

I was waiting to see if we wanted to add anything for OAP or FFEO but this reflects the rest by office and then by priority. This does not include the two pending actions, **Ex. 5 - Deliberative Process**

Laura Milton, PMO  
Administrative Management Division  
OECA/Office of Administration and Policy  
US Environmental Protection Agency  
Phone: 202-564-6017  
[milton.laura@epa.gov](mailto:milton.laura@epa.gov)

Message

**From:** Milton, Laura [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=9F553DF6D56744F8A829E626FDE50A35-LMILTON]  
**Sent:** 5/1/2018 6:08:16 PM  
**To:** Mark Badalamente [Badalamente.Mark@epa.gov]  
**Subject:** spreadsheet of priority hires so you have it  
**Attachments:** OECA Hiring Priorities May - September.xlsx

I did not use the existing sheet because they didn't either and nobody really did an internal hire page. Therefore, I just cut and pasted them two ways, one by priority number and one by office (because they really did not think the positions could be fairly considered by priority number when we tried that before). Some changes are likely:

I am waiting to hear back from OCE re the contracts position that they had previously received approval for but never moved on. It's not included in the attached.

I also didn't see anything from Karin. Did you get any requests from FFEO?

I have not included anything for OAP; do we want to add a position?

In sum:

- 
- **Ex. 5 - Deliberative Process**
- 
- 

If we go forward with

**Ex. 5 - Deliberative Process**

**Ex. 5 - Deliberative Process**

**Ex. 5 - Deliberative Process**

Just thinking out loud.....

Laura Milton, PMO  
Administrative Management Division  
OECA/Office of Administration and Policy  
US Environmental Protection Agency  
Phone: 202-564-6017  
[milton.laura@epa.gov](mailto:milton.laura@epa.gov)

Message

---

**From:** Milton, Laura [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=9F553DF6D56744F8A829E626FDE50A35-LMILTON]  
**Sent:** 12/6/2017 8:18:53 PM  
**To:** Smith, Veronica [Smith.Veronica@epa.gov]  
**Subject:** FW: Request to Restructure VERA/VSIP Position  
**Attachments:** BCRESTRUCTUREv2.docx

Laura Milton, PMO  
Administrative Management Division  
OECA/Office of Administration and Policy  
US Environmental Protection Agency  
Phone: 202-564-6017  
[milton.laura@epa.gov](mailto:milton.laura@epa.gov)

---

**From:** DeLeon, Rafael  
**Sent:** Monday, October 30, 2017 5:08 PM  
**To:** Badalamente, Mark <Badalamente.Mark@epa.gov>  
**Cc:** Mackey, Cyndy <Mackey.Cyndy@epa.gov>; Starfield, Lawrence <Starfield.Lawrence@epa.gov>; Milton, Laura <Milton.Laura@epa.gov>; Patterson, Kenneth <Patterson.Kenneth@epa.gov>  
**Subject:** Request to Restructure VERA/VSIP Position

Mark

Cyndy asked me to forward you the attached request to restructure Ex. 5 - Deliberative Process OSRE positions that became vacant as the result of the recent VERA/VSIP. Please let me know if you have any questions. Thank you.

Rafael DeLeon, Esq.  
Deputy Director  
EPA-Office of Enforcement and Compliance Assurance  
Office of Site Remediation Enforcement (Mail Code-2271A)  
1200 Pennsylvania Ave., N.W. (Room-WJC 5206)  
Washington, DC 20460  
202 564-5110 (Office Line)  
202 564-4899 (Direct Line)  
Ex. 6 - Personal Privacy (Office Cell)

This message is CONFIDENTIAL, and may contain legally privileged information. If you are not the intended recipient, or believe you received this communication in error, please delete it immediately, do not copy, and notify the sender. Thank you.

Message

**From:** Milton, Laura [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=9F553DF6D56744F8A829E626FDE50A35-LMILTON]  
**Sent:** 11/15/2017 3:29:26 PM  
**To:** Swack, David [Swack.David@epa.gov]  
**CC:** JohnM Warren [Warren.JohnM@epa.gov]  
**Subject:** RE: Strategy for Managing FTE Levels - 1st Cut

So my feeling is that our pipeline is currently

**Ex. 5 - Deliberative Process**

**Ex. 5 - Deliberative Process**

Also approved is a branch chief position in OC that has to be restructured away from an **Ex. 5 - Deliberative Process** position because our V-V plan specified the reassignment of **Ex. 5 - Deliberative Process** work to lower-graded employees.

If we opened the door to other series, I think it would be to attorneys in OSRE and a scientist/engineer for David in the new next gen area.

To fill in the form, here are the external hires in the works:

Criminal investigators, GS-1811's:

Supervisory Physical Scientists/Engineers:

Supervisory IT Specialist:

Supervisory Program Manager:

Program Specialist:

And an AA

**Ex. 5 - Deliberative Process**

My recommendation is to soften the language about the technical and IT work since they're all supervisory at this point. Also, I suggest adding language about movement within OECA to address priority needs to help address the SF enforcement piece; we may need to move people from other offices if they need to come up to their ceiling and OECA needs to operate under the **Ex. 5 - Deliberative Process**

Laura Milton, PMO  
Administrative Management Division  
OECA/Office of Administration and Policy  
US Environmental Protection Agency  
Phone: 202-564-6017  
[milton.laura@epa.gov](mailto:milton.laura@epa.gov)

---

**From:** Swack, David  
**Sent:** Wednesday, November 15, 2017 10:04 AM  
**To:** Milton, Laura <Milton.Laura@epa.gov>; Warren, JohnM <Warren.JohnM@epa.gov>  
**Subject:** Strategy for Managing FTE Levels - 1st Cut

Laura/John,

Just to get us started, here's a rough first cut at the template we'll be submitting to OCFO. Just wanted to have something on paper that we could add to/edit as we continue the discussion.

David



Message

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**From:** Milton, Laura [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=9F553DF6D56744F8A829E626FDE50A35-LMILTON]  
**Sent:** 12/19/2017 6:52:23 PM  
**To:** Badalamente, Mark [Badalamente.Mark@epa.gov]  
**Subject:** RE: interim FTE plan

I removed a couple extra words below but I think it sounds good. And I wonder if we're being too conservative but we should know more soon about both our 18 and 19 budgets so it's probably wise to stick with the plan. It's a little shocking to see the 19 FTE in writing....

Laura Milton, PMO  
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Phone: 202-564-6017  
[milton.laura@epa.gov](mailto:milton.laura@epa.gov)

---

**From:** Badalamente, Mark  
**Sent:** Tuesday, December 19, 2017 11:26 AM  
**To:** Milton, Laura <Milton.Laura@epa.gov>  
**Subject:** interim FTE plan

Here's my draft response to Donna Vizian on our interim FTE plan – let me know what you think.

\*\*\*\*\*

Donna –

Larry and I have discussed the feedback from the Board. After carefully reviewing our plan in light of the comments from the Board we still feel that our plan, including our intention to conduct limited external hiring and the assumptions that led us to that conclusion, are sound. We offer the following to clarify why we continue to support our plan and hope this will adequately address the Board's concerns:

## Ex. 5 - Deliberative Process

# Ex. 5 - Deliberative Process

Please let me or Larry know if you or the Board have additional questions or if you would like to discuss any aspect of our plan.

Thanks,  
Mark

\*\*\*\*\*  
Mark Badalamente  
Director, Office of Administration and Policy  
Senior Resource Official (SRO)  
Senior Information Official (SIO)  
Office of Enforcement and Compliance Assurance

US Environmental Protection Agency  
William Jefferson Clinton Building  
Room 3235 South  
Office: 202-564-4673  
Mobile:

Ex. 6 - Personal Privacy

Message

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**From:** Milton, Laura [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=9F553DF6D56744F8A829E626FDE50A35-LMILTON]  
**Sent:** 4/18/2017 6:09:12 PM  
**To:** Mark Badalamente [Badalamente.Mark@epa.gov]  
**Subject:** one comment!

One typo: "The remaining tasks **are....**"

Also, it might be helpful to mention that we don't yet know our FY17 budget which may influence the business case/scope of the buyout (I assume that's true?).

Are you sending it with the hiring freeze/reform plan reminder too? It's all just one big ball of happiness wrapped up in gauze. Or in duct tape. But it's all kind of related.

Laura Milton, PMO  
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OECA/Office of Administration and Policy  
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Phone: 202-564-6017  
[milton.laura@epa.gov](mailto:milton.laura@epa.gov)

Message

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**From:** Milton, Laura [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=9F553DF6D56744F8A829E626FDE50A35-LMILTON]  
**Sent:** 4/12/2017 12:08:11 PM  
**To:** Mark Badalamente [Badalamente.Mark@epa.gov]  
**Subject:** FW: VERA/VSIP

-----Original Message-----

**From:** Milton, Laura  
**Sent:** Monday, April 10, 2017 8:59 AM  
**To:** Monroe, Scott <Monroe.Scott@epa.gov>; Braxton, Marilyn <Braxton.Marilyn@epa.gov>; Cunningham, Dennis <Cunningham.Dennis@epa.gov>; Graf, Kate <Graf.Kate@epa.gov>; Jablonski, Janice <jablonski.janice@epa.gov>; Lesperance, Twanna <Lesperance.Twanna@epa.gov>; Martinez, Gwendolyn <Martinez.Gwendolyn@epa.gov>; Smith, Susan <Smith.Susan@epa.gov>; Vaughan, Pat <Vaughan.Pat@epa.gov>; Kutzke, Julie <Kutzke.Julie@epa.gov>; Torrez, Alfredo <Torrez.Alfredo@epa.gov>; Soward, Ruth-Alene <Soward.Ruth-Alene@epa.gov>  
**Subject:** VERA/VSIP

FYI, I shared with my SRO the following language re VERA/VSIP from the OPM guides which seems to allow for agency-wide buyouts, very clearly so for VERA (if there ever is an inclination/budget to do so).

VERA

Reasons why the agency needs VERA;

In its reasons for requesting VERA, the agency must include a detailed summary of the agency's personnel and/or budgetary situation that will result in an excess of personnel because of a substantial layering, reorganization, reduction in force, transfer of function, or other workforce restructuring or reshaping. Also, the agency's reasons for VERA must be consistent with its human capital goals.

If the agency requests agencywide VERA, the agency must summarize how its plans for organizational change will affect all its employees and components. However, the overall summary to OPM in support of agencywide VERA does not have to identify each location, organization, or group of employees that would be covered by the VERA.

After OPM approves an agency's request to offer VERA agencywide, the agency has the right to restrict coverage of the authority. OPM's approval letter to the agency covers the agency's right to manage its VERA.

For example, with an agencywide VERA the agency may offer early retirement to all its employees. At its option, the agency may limit VERA offers to employees on the basis of location, organizational unit, occupational series, grade, and/or any similar nonpersonal and objective factor. The agency may also offer VERA during a single window period, or during multiple window periods.

VSIP

The Voluntary Separation Incentive Payment (VSIP or buyout) Authority allows agencies to offer lump-sum payments to employees who are in surplus positions or have skills that are no longer needed in the workforce, as an incentive to separate. Under VSIP, agencies may pay up to \$25,000, or an amount equal to the amount of severance pay an employee would be entitled to receive, whichever is less. Employees may separate to accept VSIP by resignation, optional retirement, or by voluntary early retirement, if authorized.

VSIPs are an option for increasing voluntary attrition in agencies that are downsizing or restructuring. Besides providing an incentive for employees to voluntarily retire or resign to avoid potential reduction in force actions, the agency may also offer VSIP to employees in safe positions that could then provide placement opportunities for employees holding surplus positions.

In its request to the Office of Personnel Management (OPM) for VSIP approval, the agency should clearly outline how VSIP would assist the agency in reaching its restructuring or downsizing goals. At all stages of developing an individual VSIP plan or a combined VSIP/VERA (Voluntary Early Retirement Authority) plan, the agency must always consider whether a sudden increase in attrition will compromise the agency's:

(1)Ability to effectively carry out its mission; and/or, (2)Available fiscal resources.

Laura Milton, PMO  
Administrative Management Division  
OECA/Office of Administration and Policy US Environmental Protection Agency  
Phone: 202-564-6017  
milton.laura@epa.gov

ED\_001372E\_00084835-00001



Message

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**From:** Milton, Laura [Milton.Laura@epa.gov]  
**Sent:** 5/23/2017 8:44:14 PM  
**To:** Badalamente, Mark [Badalamente.Mark@epa.gov]  
**Subject:** FW: Workforce Reshaping Summary information  
**Attachments:** Copy of 05232017VERA VSIP Major Themes For Agency.xlsx

**Importance:** High

FWIW, I think we're at a pretty good place. We're down a lot of FTE and don't really have a business case yet to support many more positions. Our offices would probably also not be too open to additional positions. If we reform/reorg/consolidate and see drastic budget cuts, we may get another chance. I could be totally wrong of course so wouldn't want to go fewer than

Ex. 5 - Deliberative Process

Sent from my Windows Phone

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**From:** Starfield, Lawrence  
**Sent:** 5/23/2017 3:57 PM  
**To:** Badalamente, Mark; Milton, Laura  
**Subject:** FW: Workforce Reshaping Summary information

Mark/Laura,

Let's discuss.

Larry

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Thank you.

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**From:** Vizian, Donna  
**Sent:** Tuesday, May 23, 2017 10:46 AM  
**To:** 2017HQfirstassistants <2017HQfirstassistants@epa.gov>; 2017Regionfirstassistants <2017Regionfirstassistants@epa.gov>  
**Cc:** Hart, Debbi <Hart.Debbi@epa.gov>; Gray, Linda <gray.linda@epa.gov>; Showman, John <Showman.John@epa.gov>; Carpenter, Wesley <Carpenter.Wesley@epa.gov>  
**Subject:** Workforce Reshaping Summary information  
**Importance:** High

Hi Everyone, First, please keep this close hold. I ask that you share by hard copy only to those helping you with this effort.

Attached is the result of the data collection on V/V plans. There are 2 summary charts. The "By Office" chart shows the percentage of offers accepted by NPM/Region. It ranges from a low of about **Ex. 5 - Deliberative Process** The second summary chart "EPA" provides the percentage by Theme. I have also included a tab for each office. We will talk about next steps at noon.

thanks

Printing Instructions: On the Excel Print Screen, chose Landscape Orientation and on the bottom drop down about scaling, Choose the fit on one page option. This will create small print but can be improved by removing the comment column from the print selection.

\*\*\*\*\*

---

**From:** Vizian, Donna

**Sent:** Friday, May 12, 2017 3:57 PM

**To:** 2017HQfirstassistants <[2017HQfirstassistants@epa.gov](mailto:2017HQfirstassistants@epa.gov)>; 2017Regionfirstassistants <[2017Regionfirstassistants@epa.gov](mailto:2017Regionfirstassistants@epa.gov)>

**Cc:** Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>; Parker, Gary <[parker.gary@epa.gov](mailto:parker.gary@epa.gov)>; Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>; Gray, Linda <[gray.linda@epa.gov](mailto:gray.linda@epa.gov)>; Carpenter, Wesley <[Carpenter.Wesley@epa.gov](mailto:Carpenter.Wesley@epa.gov)>; DAA-Career <[DAACareer@epa.gov](mailto:DAACareer@epa.gov)>; DRA <[DRA@epa.gov](mailto:DRA@epa.gov)>; ARA <[ARA@epa.gov](mailto:ARA@epa.gov)>

**Subject:** Workforce Reshaping follow up

Hi Everyone,

Following up on our Wednesday conversation, we reviewed the themes and combined the restructuring of non-supervisory positions and restructuring of supervisory positions into one theme. I am attaching the table of the revised themes. There are now 6. Our next step is to estimate the number of positions in the pool and number of offers we would accept by theme and appropriation. If you have a position that crosses multiple appropriations, please indicate as such by using the "Across Multiple Appropriations" column along with specific details in the "Comments" column. Please remember that this is an **estimate** to be used to show the potential outcome to the policy team. If the decision is to proceed, we will ask you to provide detailed information that will lead to your final number. Please complete the attached spreadsheet **by May 19<sup>th</sup>** and send it to Debbi Hart and me. Remember, you do not need to participate in every theme.

If we move to the implementation stage, the next step will be to complete a template for your office and identify positions in the pool. We will resend that information and Debbi will be available to assist your staff with completing the information. OARM would then use this information to develop one business case for the agency. We will also begin working on a communication plan should we get the green light to proceed.

Two other things: I am attaching FAQs for your information and below is information on "safe positions."

OPM's revised VSIP template addresses safe positions (attached, pg. 2, first paragraph):

*The agency's targeted population chart, "... may include additional categories of employees beyond those whose positions are directly targeted for elimination/restructuring (i.e., positions that are not the main focus for reduction/restructuring/elimination, but which are included in the VSIP offering only to the extent that they may provide a placement for an employee whose position will be reduced/restructured/eliminated.)*

The "safe position" option assumes the employees who remain would meet the qualifications for the "safe" positions. "Safe positions" do not have to be restructured if vacated. OPM recognizes that VERA and VSIP are voluntary attrition authorities and that not every employee in a targeted position is able/wants to retire and/or resign. As with other federal workforce restructuring authorities (e.g., RIF), the agency has the ability to reassign employees to minimize the impact of its restructuring efforts.

The use of MP procedures would negate the purpose of designating a "safe position" since: the agency would be unable to limit the area of consideration to just employees whose positions were targeted for restructuring/elimination; and management has the right to select or not select from a group of certified eligibles. Also, it could be perceived V-V is being used to move people out in order to promote others.

Enjoy the weekend.

Donna

Message

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**From:** Milton, Laura [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=9F553DF6D56744F8A829E626FDE50A35-LMILTON]  
**Sent:** 5/22/2017 8:30:41 PM  
**To:** David Swack [Swack.David@epa.gov]; Mark Badalamente [Badalamente.Mark@epa.gov]  
**Subject:** First cut at business case  
**Attachments:** V-V Business Case OECA May 2017.docx

David, I am hoping you can give me the \$\$ assumptions per our conversation.

Mark, I think I managed to say the same thing about 8 times. We may need to be a touch more specific so I'd appreciate any thoughts. I'll made additional edits in the morning so you can send it out. I am not sure if I need to address our rationale for not including 1811's. The checklist for the business case breaks out VERA and VSIP separately but, for our purposes, I combined everything since we're offering both to all.

Laura Milton, PMO  
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OECA/Office of Administration and Policy  
US Environmental Protection Agency  
Phone: 202-564-6017  
[milton.laura@epa.gov](mailto:milton.laura@epa.gov)

Message

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**From:** Milton, Laura [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=9F553DF6D56744F8A829E626FDE50A35-LMILTON]  
**Sent:** 6/23/2017 8:27:52 PM  
**To:** Mark Badalamente [Badalamente.Mark@epa.gov]  
**Subject:** draft notes for Monday

What else may be useful? The main questions I've hear are about how job series will be handled for identifying the buyouts and the timing of everything. The talking points and mass mailers generally answer the timing questions and, while we can probably say something about the general job series groupings if it comes up, I don't think we should say we requested flexibility among them. That may add to the concerns that folks have about losing their spot to others.

- OECA is requesting both VERA (early out) and VSIP (buyout) authority.

## Ex. 5 - Deliberative Process


- Please see Laura or Mark if you have questions regarding the inclusion of your position in the proposed plan.
- Please contact the benefits team in Cincinnati for questions regarding your benefits under VERA-VSIP.
- OHR has established is an Agency intranet site which includes information about VERA and VSIP as well as a copy of the training provided by the Shared Service Centers last week. There will be four additional adobe connect training sessions each week through the month of July. Please see Laura's email for information.

Laura Milton, PMO  
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OECA/Office of Administration and Policy  
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[milton.laura@epa.gov](mailto:milton.laura@epa.gov)

Message

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**From:** Milton, Laura [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=9F553DF6D56744F8A829E626FDE50A35-LMILTON]  
**Sent:** 6/7/2017 9:25:11 PM  
**To:** Schulman, Marvin [Schulman.Marvin@epa.gov]  
**Subject:** business case  
**Attachments:** V-V Business Case OECA May 2017.docx

With the table revised to  positions to match the spreadsheet. Also, fyi, based on informal discussions, I think all of the PMOs used different assumptions when completing the table. Also, and I hate to say this but it's now on my mind... with the early September departure, we'd have an FY 2017 payout so the FY 2018 column should probably change since we won't be paying out in FY 2018. Sorry. I know you still love me.

Laura Milton, PMO  
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OECA/Office of Administration and Policy  
US Environmental Protection Agency  
Phone: 202-564-6017  
[milton.laura@epa.gov](mailto:milton.laura@epa.gov)

Message

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**From:** Milton, Laura [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=9F553DF6D56744F8A829E626FDE50A35-LMILTON]  
**Sent:** 5/1/2017 6:27:50 PM  
**To:** Wooden-Aguilar, Helena [Wooden-Aguilar.Helena@epa.gov]  
**Subject:** RE: VERA/VSIP and backfilling

I'm certainly not an expert but, based on my experience with follow up from the last VERA/VSIP and a quick read of the OPM guidances, there are different options for targeted positions. We can decide that some positions offered under an early out/buyout will be eliminated and some will be restructured. (I also believe there may be a third option this year to provide a limited number of positions that will likely be affected by a restructuring but don't know the details).

For positions that are restructured, we can backfill in the same series but at a lower grade, with a lower full performance level, and/or with a substantively different PD; I'm thinking that a restructuring of an organization could also affect the position and would result in a position being restructured. For positions eliminated, we are still reporting to OMB/OPM on the ones from the 2014 buyout so I don't think there's a definite time period. If it's eliminated then, in theory at least, it's eliminated.

I don't know much about the third option but it pertains to positions that will be affected by a restructuring. May be too soon for us on that.

Laura Milton, PMO  
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Phone: 202-564-6017  
[milton.laura@epa.gov](mailto:milton.laura@epa.gov)

---

**From:** Wooden-Aguilar, Helena  
**Sent:** Monday, May 01, 2017 1:29 PM  
**To:** Milton, Laura <Milton.Laura@epa.gov>  
**Subject:** VERA/VSIP and backfilling

Laura-

Do we have any official guidance on backfilling when someone takes the Vera-VSIP? Is there a specific time period for backfilling? Someone in OCEFT recalled a 3-5 year time period.

Helena

Helena Wooden-Aguilar  
Director  
Resource Management Staff  
Office of Criminal Enforcement, Forensics and Training  
U.S. Environmental Protection Agency  
202-564-0792 (office)  

Ex. 6 - Personal Privacy

mobile)  
[wooden-aguilar.helena@epa.gov](mailto:wooden-aguilar.helena@epa.gov)



Message

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**From:** Milton, Laura [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=9F553DF6D56744F8A829E626FDE50A35-LMILTON]  
**Sent:** 4/27/2017 4:54:07 PM  
**To:** Mark Badalamente [Badalamente.Mark@epa.gov]  
**Subject:** slightly revised  
**Attachments:** OECA VERA VSIP2.docx

Hi, I made some minor adjustments to try to capture some of the comments. I removed direct implementation because Susan, though she was the one who put forth that suggestion, seemed to be concerned about it and Centers of Excellence because of David's concerns. I added a sentence about the historical need for additional funding (though I wasn't sure that it was payroll as Larry mentioned; I referenced nonpay). I removed the reference to specific job series but didn't really change the admin consolidation section because I think it's fair to say that we are planning to do that. I disagree that it makes it feel that we're targeting them.

Really, it sounded like there needs to be a lot more discussion on this at the Agency level, especially somehow between HQ and the Regions at the philosophical approach level. I saw Larry's note indicating that we should target an overall number for the May 5<sup>th</sup> submission but I think we'll need to walk that back to our OECA numbers at some point. I think OCEFT will be able to come up with a number of CI's but don't know how we'll get there on the other series if we do it by office. I'd like to keep them as large as possible in the hopes that we'll get more than 40. Larry has been spending too much time with David in thinking about the future budget scenarios!

It sounds like we're likely not going to be able to be much more specific for May 24 other than filling in some numbers so I am going to remain hopeful that we will have an agency approach based on budget reductions and then work towards details for the reform plan and any future workforce reductions.

Laura Milton, PMO  
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[milton.laura@epa.gov](mailto:milton.laura@epa.gov)

Message

---

**From:** Milton, Laura [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=9F553DF6D56744F8A829E626FDE50A35-LMILTON]  
**Sent:** 4/26/2017 7:13:31 PM  
**To:** Mark Badalamente [Badalamente.Mark@epa.gov]  
**Subject:** VERA/VSIP Re-draft  
**Attachments:** OECA VERA VSIP.docx

Laura Milton, PMO  
Administrative Management Division  
OECA/Office of Administration and Policy  
US Environmental Protection Agency  
Phone: 202-564-6017  
[milton.laura@epa.gov](mailto:milton.laura@epa.gov)

Message

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**From:** Milton, Laura [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=9F553DF6D56744F8A829E626FDE50A35-LMILTON]  
**Sent:** 4/24/2017 2:03:48 PM  
**To:** Miles, Erin [Miles.Erin@epa.gov]  
**Subject:** FW: initial thoughts/draft VERA/VSIP  
**Attachments:** OECA VERA VSIP.docx

I was trying to walk the line with this. I am not sure if our offices will be all-in, whether we'll have enough \$ to even be all-in, or whether they'll be too nervous about defining positions when we get to that point in a couple weeks. I haven't talked to Mark yet but what do you think?

Laura Milton, PMO  
Administrative Management Division  
OECA/Office of Administration and Policy  
US Environmental Protection Agency  
Phone: 202-564-6017  
[milton.laura@epa.gov](mailto:milton.laura@epa.gov)

---

**From:** Milton, Laura  
**Sent:** Monday, April 24, 2017 8:06 AM  
**To:** Mark Badalamente <Badalamente.Mark@epa.gov>  
**Subject:** initial thoughts/draft VERA/VSIP

Laura Milton, PMO  
Administrative Management Division  
OECA/Office of Administration and Policy  
US Environmental Protection Agency  
Phone: 202-564-6017  
[milton.laura@epa.gov](mailto:milton.laura@epa.gov)

Message

From: Ex. 6 - Personal Privacy [REDACTED] EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=D974759851284A74B406401D163FC1E6- Ex. 6 - Personal Privacy  
Sent: 9/12/2017 2:30:41 PM  
To: Pastalove, Barbara [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a0aec7169df04873969b419343a25563-Pastalove, Barbara]  
Subject: RE: Voluntary Early Retirement Authority and Voluntary Separation Incentive Payment Opportunities  
Attachments: Positions Targeted Buyout epa2017\_1442a.xlsx; Buyout Offers Attys Lv 2017.xlsx

Barbara,

This email has two components. The first is requesting to be offered the buyout compensation (VSIP) payment, which was not offered to me either by mistake or for some other reason. The second is correcting the computation of my voluntary separation date, which was computed incorrectly. The additional days may be necessary for the Agency to complete the buyout compensation package before I retire.

I was not offered the buyout, according the Headquarters' spreadsheet listing all of EPA's buyout offers, (see attached "Positions Targeted Buyout epa2017\_1442a.xls", excerpted for ease of reading in attachment "Buyout Offers Attys Lv 2017.xls") because only the GS-15s were offered buyouts. It does not make sense that I was not offered a buyout because the Administration's goal was to reduce the number of employees, and its plan singled out the highly graded employees. Offering me a buyout would have helped to reach that goal. (Although I note that the spreadsheet also said that the intention was to, "Backfill at the GS-11 or 12..." level, and I question how that achieves the goal as well. But that is not my concern. My concern is to be treated equitably and fairly, and to receive the VSIP compensation because I am retiring.)

I also don't understand why the spreadsheet prepared on July 14<sup>th</sup>, said that 14 attorneys were targeted for buyout offers and only 2 were to be offered. July 14<sup>th</sup> was almost two weeks before the (accelerated) closing date of July 26, 2017. How would they know the number of individuals who accepted the offer before the closing date? Also, if they only intended to accept 2 VSIP applications, how would that achieve the Administration's goal?

You said during our telephone conversation last week that only 12 Region 2 employees accepted the buyout. Region 2 was authorized to provide 30 buyouts to employees including attorneys in the 905 – General Attorney series were offered buyouts. I am an attorney in the 905 – General Attorney series, so why was I not offered a buyout? Perhaps this was an administrative error that can be quickly corrected. Given that the goal set by Headquarters was for 30 buyouts to be offered to and accepted by employees, it makes no sense that you would not offer me a buyout that would assist this Region in achieving its goal. The Administration has clearly stated that it will reduce the size of the Agency (and the budgetary documents clearly indicate that funds are available) and voluntary retirements are a necessary part of achieving that goal. It makes no sense that the Agency would attempt to deny me a VISP payment. When you sent me the email dated August 22, 2017, you clearly knew that my retirement was contemplated, but did not send me the necessary VISP documentation. I hope this was a simple administrative error that can be corrected quickly and not an intentional action, which I would have to seek redress as a result of.

You stated during our telephone conversation that the date by which the VERA/VSIP program was ending was 9/2/17. Walter Mugdan's email, dated July 12, 2017, "Voluntary Early Retirement Authority and Voluntary Separation Incentive Payment Opportunities," stated that the VERA/VSIP pool closed on July 26, 2017, and that employees must leave the Agency by September 2, 2017. (See below.) I do not understand why those dates were listed in the email. Clearly EPA's request to OMB for authority to offer VERA/VSIP, which was approved by OMB on July 7, 2017, states that VERA/VSIP authority was approved from July 10, 2017 until October 31, 2017. Neither Headquarters nor OMB placed the conditions on the program listed in Walter's email. EPA clearly has the authority to continue authorizing such payments despite the date it (incorrectly) told

its employees such actions had to be completed by. I understand that the Agency would try to complete such actions before the date of the authority's expiration so that all actions would be completed by the authority's expiration date; however, the Agency can provide me with the buyout payment at this time because it is within the authorized timeframe.

## Ex. 6 - Personal Privacy

| Commencement of 365 day detail period | 9/18/17 |   |
|---------------------------------------|---------|---|
| September 2016                        | 13      | days counting September 18 - September 30 |
| October 2016                          | 31      |   |
| November 2016                         | 30      |   |
| December 2016                         | 30      |   |
| January 2017                          | 31      |   |
| February 2017                         | 28      |   |
| March 2017                            | 31      |   |
| April 2017                            | 28      |   |
| May 2017                              | 31      |   |
| June 2017                             | 30      |   |
| July 2017                             | 31      |   |
| August 2017                           | 31      |   |
| September 2017                        | 20      |   |
| Total                                 | 365     | Day 365 is September 20, 2017             |

I look forward to receiving your response as soon as possible in order for me to complete the number of steps necessary for me to retire. Thank you for your attention to this matter.

Ex. 6 - Personal Privacy

**From:** Pastalove, Barbara

**Sent:** Friday, September 08, 2017 12:38 PM

**To:** Ex. 6 - Personal Privacy

**Subject:** FW: Voluntary Early Retirement Authority and Voluntary Separation Incentive Payment Opportunities

Ex. 6 - Personal Privacy

Following up to our phone conversation of earlier today, please find below the July 12, 2017 email from Walter Mugdan to all Region 2 employees announcing the VERA/VSIP opportunities in Region 2. The message states that a separate email will be sent to employees whose positions are in the VERA/VSIP pool.

In ORC, GS-15 staff attorneys (non-supervisors/non Team Leaders) were in the pool, with a maximum of 2 VSIPS to be offered to this group.

As you are a GS-14 staff attorney, your position was not among those in the targeted pool. Accordingly, you were not sent the separate email from Walter Mugdan which went only to employees whose positions were in the pool.

As stated in Walter's message, the application period opened July 13 and closed July 26, with employees required to depart by September 2. The Region 2 VERA/VSIP (early-out/buy-out) was completed as of that date.

If you have any further questions, please let me know.

---

**From:** Mugdan, Walter

**Sent:** Wednesday, July 12, 2017 12:25 PM

**Subject:** Voluntary Early Retirement Authority and Voluntary Separation Incentive Payment Opportunities

**July 12, 2017**

**MEMORANDUM**

**SUBJECT:** Voluntary Early Retirement Authority and Voluntary Separation Incentive Payment Opportunities

**FROM:** Walter Mugdan  
Acting Deputy Regional Administrator

**TO:** All Region 2 Employees

This is a follow-up to Acting Deputy Administrator Mike Flynn's messages last month to all agency employees regarding Voluntary Early Retirement Authority and Voluntary Separation Incentive Payment opportunities. I am pleased to let you know that the U.S. Office of Personnel Management and the U.S. Office of Management and Budget have approved our request to offer VERA/VSIP opportunities to a limited number of EPA employees.

Employees whose positions are in the VERA/VSIP pool will be receiving a separate email letter from me soon. The letter will provide specifics on the application process; please be aware the application period opens on July 13, 2017 and closes at 11:59 p.m. Eastern standard time on July 26, 2017. Employees must depart the agency by September 2, 2017.

The decision to take advantage of a VERA or VSIP is entirely voluntary. This is a very personal decision and no one is required to accept an offer. Employees are urged to carefully consider the information provided and their personal situation prior to deciding. Please contact Barbara Pastalove or Robert Rubel with any questions you may have about our VERA/VSIP.

Message

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**From:** Rubel, Robert [Rubel.Robert@epa.gov]  
**Sent:** 5/23/2017 10:35:50 PM  
**To:** Pace, Donald [Pace.Donald@epa.gov]  
**CC:** Pastalove, Barbara [Pastalove.Barbara@epa.gov]  
**Subject:** Clean Version of the Two-page Business Case  
**Attachments:** R2's two-page V-V business case.docx

Forwarding this also in case I'm unexpectedly out tomorrow. We're still waiting for Paul to clear the attorney language with Eric.

Message

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**From:** Rubel, Robert [Rubel.Robert@epa.gov]  
**Sent:** 5/23/2017 8:51:07 PM  
**To:** Simon, Paul [Simon.Paul@epa.gov]  
**CC:** Manna, Richard [Manna.Richard@epa.gov]; Pace, Donald [Pace.Donald@epa.gov]; Pastalove, Barbara [Pastalove.Barbara@epa.gov]  
**Subject:** narrative, as modified to include attorney positions  
**Attachments:** R2's V-V narrative with attys.docx

Per your request, Paul, I'm attaching the draft revised narrative. The changes/additions are highlighted. With this e-mail, I'm also sharing it with Rich, Don, and Barbara.

Also, here's what I read to you during our last call; it's what now appears in the comments column of the companion spreadsheet:

## Ex. 5 - Deliberative Process

FPL stands for full performance level.

We haven't shared the spreadsheet itself with the divisions.

Robert  
7-4166

Message

**From:** Kercado, Carlos [Kercado.Carlos@epa.gov]  
**Sent:** 5/23/2017 8:16:16 PM  
**To:** Rubel, Robert [Rubel.Robert@epa.gov]; Manna, Richard [Manna.Richard@epa.gov]; Pace, Donald [Pace.Donald@epa.gov]; Pastalove, Barbara [Pastalove.Barbara@epa.gov]  
**Subject:** RE: Set of Updated V-V Documents  
**Attachments:** VERA VSIP Workfile 5-23-17 Vers3.xlsx

Hi Robert,

Below please find the numbers for the VV analysis. Let me know if you have any question.

| Table A – Direct Costs for VERA/VSIP   |                              |
|--|------------------------------|
| # of Targeted Positions for VSIP x \$25,000  | Ex. 5 - Deliberative Process |
| Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions} * |                              |
| <b>Total Maximum Direct Costs</b>  |                              |

**Notes:**

\* Annual leave payouts based on 320 hours of leave for each employee who takes the VV.

| Table B – Estimated Savings for FY 2018 through FY 2019                       |                              |                  |
|---|------------------------------|------------------|
|   | FY 2018 Estimate             | FY 2019 Estimate |
| A. Pre-VERA/VSIP Annual Payroll Cost*   | Ex. 5 - Deliberative Process |                  |
| B. VERA/ VSIP Payout Cost   |                              |                  |
| C. Leave Payout Cost  |                              |                  |
| D. Post VERA/VSIP Annual Payroll Cost   |                              |                  |
| E. Payroll for # New Hires **   |                              |                  |
| F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E) |                              |                  |
| G. Pre-VERA/VSIP Annual WCF Cost ***  |                              |                  |
| H. Post VERA/VSIP Annual WCF Cost ***   |                              |                  |
| I. WCF for # New Hires  |                              |                  |
| J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)             |                              |                  |
| <b>Projected Savings with VERA/VSIP (F + J)</b>                               |                              |                  |

**Notes:**

\* 2018 Pre-VV Annual Payroll Cost based on current FY 2017 payroll cost as starting point, additional 1.9% COLA and 1.5% for WIGIS and promotions. 2019 Pre-VV Annual Payroll Cost Post Payroll as starting point, additional 1% COLA and 1.5% for WIGIS and promotions.

\*\* Payroll for New Hires assume positions will be filled within 6 months for FY 2018 and will be charging the entire FY for FY 2019.

\*\*\* For WCF savings and hires, \$4,000 used per position.

\*\*\*\*\*

Carlos Kercado  
Regional Comptroller  
Financial Management Branch  
U.S. Environmental Protection Agency, Region 2  
290 Broadway New York, NY 10007  
(212) 637-4151  
[kercado.Carlos@epa.gov](mailto:kercado.Carlos@epa.gov)

\*\*\*\*\*

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**From:** Rubel, Robert  
**Sent:** Monday, May 22, 2017 3:43 PM  
**To:** Manna, Richard <[Manna.Richard@epa.gov](mailto:Manna.Richard@epa.gov)>; Pace, Donald <[Pace.Donald@epa.gov](mailto:Pace.Donald@epa.gov)>; Pastalove, Barbara <[Pastalove.Barbara@epa.gov](mailto:Pastalove.Barbara@epa.gov)>; Kercado, Carlos <[Kercado.Carlos@epa.gov](mailto:Kercado.Carlos@epa.gov)>  
**Subject:** Set of Updated V-V Documents

## Ex. 5 - Deliberative Process

The first document above, Region 2's V-V Themes-Appropriations Spreadsheet, is a replacement for the themes-appropriations spreadsheet that you sent to HQ Friday morning, Don, under cover of an e-mail with the following heading:

**From:** Pace, Donald  
**Sent:** Friday, May 19, 2017 8:43 AM  
**To:** Vizian, Donna <[Vizian.Donna@epa.gov](mailto:Vizian.Donna@epa.gov)>; Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Cc:** Mugdan, Walter <[Mugdan.Walter@epa.gov](mailto:Mugdan.Walter@epa.gov)>; Manna, Richard <[Manna.Richard@epa.gov](mailto:Manna.Richard@epa.gov)>; Pastalove, Barbara <[Pastalove.Barbara@epa.gov](mailto:Pastalove.Barbara@epa.gov)>  
**Subject:** FW: Workforce Reshaping follow up

Perhaps you folks could send Donna and Debbi the revised version of the spreadsheet this afternoon.

The second, third, and fourth attachments are what we need to submit by Wednesday. In the narrative, in addition to changing the offer numbers, I added a sentence to the second-to-last paragraph:

## Ex. 5 - Deliberative Process

The fifth document is just for our own reference.

Regards,  
Robert  
7-4166

Message

**From:** Rubel, Robert [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=9FF392CC2230459F9585438E6474A68B-RUBEL, ROBERT]  
**Sent:** 5/22/2017 7:42:59 PM  
**To:** Manna, Richard [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=7239bf4e2e0940518d701c6bfc7670e-Manna, Richard]; Pace, Donald [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=4a26b5bedca34ffaaf7deaa9b5075749-Pace, Donald]; Pastalove, Barbara [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a0aec7169df04873969b419343a25563-Pastalove, Barbara]; Kercado, Carlos [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=8a918d95ef914ebba2636547af5a0310-Kercado, Carlos]  
**Subject:** Set of Updated V-V Documents  
**Attachments:** Region 2's V-V Themes-Appropriations Spreadsheet.xlsx; R2's V-V narrative.docx; Region 2's completed targeted positions template.xlsx; Region 2's Org Charts.pptx; max number of V-V offers.docx

## Ex. 5 - Deliberative Process

The first document above, Region 2's V-V Themes-Appropriations Spreadsheet, is a replacement for the themes-appropriations spreadsheet that you sent to HQ Friday morning, Don, under cover of an e-mail with the following heading:

**From:** Pace, Donald

**Sent:** Friday, May 19, 2017 8:43 AM

**To:** Vizian, Donna <Vizian.Donna@epa.gov>; Hart, Debbi <Hart.Debbi@epa.gov>

**Cc:** Mugdan, Walter <Mugdan.Walter@epa.gov>; Manna, Richard <Manna.Richard@epa.gov>; Pastalove, Barbara <Pastalove.Barbara@epa.gov>

**Subject:** FW: Workforce Reshaping follow up

Perhaps you folks could send Donna and Debbi the revised version of the spreadsheet this afternoon.

The second, third, and fourth attachments are what we need to submit by Wednesday. In the narrative, in addition to changing the offer numbers, I added a sentence to the second-to-last paragraph:

## Ex. 5 - Deliberative Process

The fifth document is just for our own reference.

Regards,  
Robert  
7-4166

Message

**From:** Rubel, Robert [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=9FF392CC2230459F9585438E6474A68B-RUBEL, ROBERT]  
**Sent:** 5/18/2017 10:40:13 PM  
**To:** Manna, Richard [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=7239bf4e2e0940518d701c6bfc7670e-Manna, Richard]; Pace, Donald [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=4a26b5bedca34ffaaf7deaa9b5075749-Pace, Donald]  
**CC:** Pastalove, Barbara [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a0aec7169df04873969b419343a25563-Pastalove, Barbara]; Kercado, Carlos [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=8a918d95ef914ebba2636547af5a0310-Kercado, Carlos]  
**Subject:** New: Completed Targeted Positions Template Revised: Narrative  
**Attachments:** Region 2's completed targeted positions template.xlsx; R2's draft V-V narrative.docx; Region 2's Org Charts.pptx

Attached, you'll find:

1. The big targeted positions template. **You are seeing this for the first time.** In addition to making entries, I added organization-specific columns and inserted multi-series and series-subset rows, as we are allowed to do, and also included a number of comments in the column at the far right. Prints nicely on legal size paper as a three-page document if you change "no scaling" to "fit all columns on one page."

## Ex. 5 - Deliberative Process

3. A PowerPoint presentation of our org charts, which Miriam Finestone put together for us. Current and proposed org charts (in our case, they are one and the same) is a required part of our submission.

The one other piece that's needed, aside from Catherine and Walter's blessing, of course, is the budget info (the Direct Costs table and the Estimated Savings table) on which Carlos is working. Has anyone other than Paul gotten back with comments?

Regards,  
Robert  
7-4166

Message

---

**From:** Pace, Donald [Pace.Donald@epa.gov]  
**Sent:** 5/8/2017 7:22:46 PM  
**To:** Pastalove, Barbara [Pastalove.Barbara@epa.gov]; Rubel, Robert [Rubel.Robert@epa.gov]  
**Subject:** Emailing: VV Round 1 - 4-27-2017.xlsx, Workforce Reshaping Compiled 4-2017.docx  
**Attachments:** VV Round 1 - 4-27-2017.xlsx; Workforce Reshaping Compiled 4-2017.docx

Here are the documents - I also have some notes in my office that may provide some additional info that I will share with you tomorrow.

Message

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**From:** Rubel, Robert [Rubel.Robert@epa.gov]  
**Sent:** 6/20/2017 10:12:04 PM  
**To:** Manna, Richard [Manna.Richard@epa.gov]; Pace, Donald [Pace.Donald@epa.gov]  
**CC:** Pastalove, Barbara [Pastalove.Barbara@epa.gov]  
**Subject:** talking points for June 22nd meeting  
**Attachments:** Talking Points - June 22 VERA and VSIP Meeting with Affected R2 Employees.docx

I revised the sixth bullet along the lines we discussed and inserted the list of positions. For single positions on the list, I inserted the word "the" up front (as in "The aquatic biologist...") in lieu of specifying a maximum number of offers.

I trimmed considerably the explanatory material I had inserted. The fourth, fifth, and sixth bullets on the third page are what's left.

Note to Barbara – It's been decided that only the employees in the pool will be invited to the Thursday morning meeting.

Note to Rich, Don, and Barbara – A hearing impaired employee is among those invited.

Robert  
7-4166

Message

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**From:** Pastalove, Barbara [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=A0AEC7169DF04873969B419343A25563-PASTALOVE, BARBARA]  
**Sent:** 11/21/2017 10:29:14 PM  
**To:** Rubel, Robert [Rubel.Robert@epa.gov]  
**Subject:** FW: FY18 Interim FTE Exercise Second Try to transmit  
**Attachments:** FY18 Interim FTE Exercise.xlsx; Managing FTE Levels Templatefinal-Region 2.docx

I've attached the word document directly – message I got back said I wasn't authorized to send you the link. This is FYI, of interest only.

---

**From:** Pastalove, Barbara  
**Sent:** Tuesday, November 21, 2017 5:17 PM  
**To:** Rubel, Robert <Rubel.Robert@epa.gov>  
**Subject:** FW: FY18 Interim FTE Exercise

Don't forward given that Don only sent to Carlos and me. I'm not sure who pulled this together. Find it interesting I'm identified by title as a likely retirement for 2018 (not that it's incorrect).

---

**From:** Pace, Donald  
**Sent:** Tuesday, November 21, 2017 3:45 PM  
**To:** Kercado, Carlos <Kercado.Carlos@epa.gov>; Pastalove, Barbara <Pastalove.Barbara@epa.gov>  
**Subject:** FW: FY18 Interim FTE Exercise

FYI

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**From:** Pace, Donald  
**Sent:** Tuesday, November 21, 2017 3:31 PM  
**To:** McCabe, Catherine <McCabe.Catherine@epa.gov>  
**Cc:** Manna, Richard <Manna.Richard@epa.gov>  
**Subject:** FY18 Interim FTE Exercise

Hi – as we discussed, here is an electronic version of the draft plan and the chart detail which has information by division. I'm also handing Beth a hardcopy of the charts. Let me know if you need anything more between now and Monday. I'll be available if necessary. Thanks.

---

Donald Pace  
Deputy Director  
Office of Policy and Management  
U.S. Environmental Protection Agency, Region 2  
290 Broadway New York, NY 10007  
(212) 637-4135

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**Sent:** 5/24/2017 6:07:37 PM  
**Subject:** dropped text from V-V e-mail to Rich and Don

***Regarding the first attachment:***

Paul Simon called me this morning to let me know that ORC is fine with the sentences added to the narrative regarding the attorney positions. I have made a few additional changes to the narrative, all in the last two paragraphs, in consultation with Barbara. The first of the two sentences stricken from the last paragraph includes material covered earlier in the narrative. We want to make sure you are comfortable with the wording of the very last sentence.

# **Ex. 5 - Deliberative Process**

**Regarding the second attachment:**

I pulled these charts from the e-mail that Carlos sent us at 4:16 pm yesterday and made no changes. I will stop by to point out

Message

---

**From:** Shanahan, Katherine [Shanahan.Katherine@epa.gov]  
**Sent:** 5/24/2017 12:10:39 PM  
**To:** Rubel, Robert [Rubel.Robert@epa.gov]  
**Subject:** R1 V-V Business Case Draft and Draft R1 Template of positions  
**Attachments:** R1 V-V Business Case Draft v3 5-23-17 830am.docx; Region 1 Targeted Positions Template 5-23-17.xlsx

Hi Robert

Crazy place today. Not sure if NY has had their visit yet from Ken Wagner from HQ or not but he is here today. I thought I would share with you my Draft which I think is close to finished. A few minor tweaks to make. Unfortunately neither Deb nor my acting DRA have had the opportunity to review yet but I wanted you to see what we ended up doing. I am hoping they will review before Ken Wagner gets here today. Otherwise I will be pushing the limit of turning this in on the 24<sup>th</sup>. Peg is finishing the org chart. After much deliberation, Peggy came up with the idea of the tables associated with the themes to try to keep us close to the "2" pages. While not perfect we are a lot closer than the folks who have 10 or more and there are few of those I hear. We worked with the spreadsheet and decided to try to make it so HQ could work with it. I do not know what they really will submit to OPM but I am guessing not our individual spreadsheets but a rolled up version. Separately I have developed a detailed spreadsheet with names for RTP that show the audience eligible for each offer. They may or may not want it but it makes it easier I would hope to follow the specificity of the comments column. We are prepared to do it the way you did yours if HQ wants us to.

Best  
Your Boston friend

Message

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**From:** Rubel, Robert [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=9FF392CC2230459F9585438E6474A68B-RUBEL, ROBERT]  
**Sent:** 5/19/2017 4:30:05 PM  
**To:** Shanahan, Katherine [Shanahan.Katherine@epa.gov]  
**Subject:** R2's draft narrative, draft targeted positions template, and submitted themes table  
**Attachments:** R2's V-V narrative.docx; Region 2's completed targeted positions template.xlsx; Copy of Copy of VERA VSIP Workfile 5-17-17 (003).xlsx

Thanks for the themes rationale, Kathie.

The third attachment, prepared by our regional comptroller and Barbara, went from our DARA to Donna Vizian and Debbi Hart this morning. When we spoke, I hadn't realized that this had already happened.

The first and second attachments may or may not be modified based on our 11:30 am meeting Monday with our acting RA and DRA (so shouldn't be shared beyond you and Peggy; of course, we're fine with Deb and Mike as well). The reformatted template prints nicely on legal size paper as a three-page document if you change "no scaling" to "fit all columns on one page."

Regards,  
Robert  
212-637-4166

## Message

**From:** Rubel, Robert [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=9FF392CC2230459F9585438E6474A68B-RUBEL, ROBERT]  
**Sent:** 5/15/2017 3:06:22 PM  
**To:** Rubel, Robert [Rubel.Robert@epa.gov]  
**Subject:** FW: Region 2's Supervisor-to-Staff Ratio  
**Attachments:** prior to V-V II approval -- OMB Qs and our As re supv ratio.docx; Copy of OMB EPA Workforce Data Requests (Perms totals) 6 25 14 (2).xlsx

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**From:** Rubel, Robert  
**Sent:** Friday, February 06, 2015 12:47 PM  
**To:** Manna, Richard <Manna.Richard@epa.gov>  
**Cc:** Pace jr., Donald <Pace.Donald@epa.gov>; Pastalove, Barbara <Pastalove.Barbara@epa.gov>  
**Subject:** Region 2's Supervisor-to-Staff Ratio

Rich, this is in response to your inquiry to Barbara.

Here are Region 2's numbers as of today. We have 785 incumbents holding permanent positions, and I'm adding in an estimated 15 currently fillable or soon-to-be fillable vacancies. So I'm using a base of 800 employees. We currently have 111 supervisory positions, including vacancies. So we have 800-111=689 staff positions. 689 divided by 111 leaves us with a **current 1 : 6.21 supervisor to staff ratio**.

We have 15 team leader positions (seven in DECA, three in DESA, four in ORC, and one in PAD). **If we were to convert all 15 TLs into supervisory positions, our ratio would drop to 1 : 5.35** (674 divided by 126).

**If we were to convert only the DECA and DESA TLs, our ratio would be 5.61** (679 divided by 121).

Ex. 5 - Deliberative Process

## Ex. 5 - Deliberative Process

For perspective, last July when OPM and OMB were reviewing our V/V II proposal, OMB sent us a list of questions, two of which dealt with supervisor to staff ratio. I've extracted those two questions. See the first attachment above. As you can see, OMB pointed out that our ratio was lower (worse) than all but two other regions and two AAships. They asked why we were not targeting supervisory positions and whether we anticipated that V/V II departures would have the effect of further lowering our ratio.

### Ex. 5 - Deliberative Process

#### Ex. 5 - Deliberative Process

Upon receiving the OMB questions, we reached out to Debbi Hart, Chief of OHR's Human Capital Planning Branch, to secure data on supervisory ratios. I'm attaching the chart she provided, which includes data as of April 1, 2014.

As of that date, our ratio was 1 : 6.4. Among the regions, only Regions 7 and 8 had lower ratios (but just marginally) -- 1 : 6.3. At the high end, Region 3's ratio was 1 : 7.9 and Region 1's ratio was 1 : 7.8. **Overall, EPA's ratio as of April 1, 2014 was 1 : 7.2.**

By the way, the difference between Region 2's 1 : 6.4 ratio on OHR's chart as of April 1, 2014 and the current 1 : 6.21 figure that I've calculated can be accounted for in part because I am counting vacant supervisory positions in the tally of supervisors and in part because we've established an additional supervisory position (the second deputy in ERRD).

One last note -- OHR's chart includes a column for the percentage of people in administrative support positions. Region 2's off-the-charts figure of 7.2% has come down a bit, largely due to the early-April V/V I departures. (FERS employees in V/V I would have left March 31 and been gone by the date of the snapshot, CSRS employees in V/V I left April 3, so they

would still have been with us as of the date of the snapshot.) We currently have 54 employees in the series identified by OHR as administrative support. That constitutes 6.75% of our current workforce, once again using a base of 785 employees plus 15 vacant positions (54 divided by 800 equals 6.75%).

Please let me know if you need anything further.

Regards,  
Robert  
7-4166

Message

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**From:** Rubel, Robert [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=9FF392CC2230459F9585438E6474A68B-RUBEL, ROBERT]  
**Sent:** 10/26/2017 7:20:52 PM  
**To:** Taylor, Jeremy [Taylor.Jeremy@epa.gov]; Atkinson, Ryan [Atkinson.Ryan@epa.gov]; Ashley, Cheryl [Ashley.Cheryl@epa.gov]  
**CC:** Pastalove, Barbara [Pastalove.Barbara@epa.gov]  
**Subject:** SRO VV Followup -- Region 2's Response  
**Attachments:** Status Update: SRO VV Followup -- Extension Request (with Background); VERA VSIP SRO Follow Up Request - R2.xlsx; R2 ORC NYCSB VERA.VSIP\_Backfill.Justif - 17 1590312.docx; R2 OPM IRMB VERA.VSIP\_Backfill.Justif - 16 2078798.docx; R2 CWD WMB VERA.VSIP\_Backfill.Justif - 16 2509263.docx

Debbi Hart called me last Friday. (Barbara was off that day.) She indicated that it's been decided, in consultation with you folks, among others, that what will govern is the full business case submitted to OHR by the region or AAship, rather than the condensed version appearing in the agency proposal. In light of this, we're providing our completed spreadsheet and the three completed justification forms. Our ARA and DARA have reviewed these and given the green light to move them forward. We look forward to hearing from you regarding the justification forms. Thanks for bearing with us.

Regards,  
Robert  
212-637-4166

Message

---

**From:** Rubel, Robert [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=9FF392CC2230459F9585438E6474A68B-RUBEL, ROBERT]  
**Sent:** 10/10/2017 8:10:29 PM  
**To:** Taylor, Jeremy [Taylor.Jeremy@epa.gov]; Atkinson, Ryan [Atkinson.Ryan@epa.gov]  
**CC:** Pastalove, Barbara [Pastalove.Barbara@epa.gov]  
**Subject:** Status Update: SRO VV Followup -- Extension Request (with Background)  
**Attachments:** RE: post-V/V -- two-pager with OHR deletions highlighted; 10-3-17 - R2's V-V business case with relevant deletions highlighted.docx

Good afternoon, Jeremy and Ryan. After speaking with Debbi Hart last Tuesday morning, Barbara and I received e-mails from her on Tuesday afternoon and Thursday morning. These are contained in the first attachment to this e-mail. We've heard nothing further since Thursday morning. So I'm afraid we're still in a holding pattern.

Just FYI, I'm also attaching a highlighted version of the business case we submitted last spring. You'll find highlighted in **dark red** the portions deleted by OHR that are directly relevant to our business case and the ongoing monitoring. Highlighted in **purple** is the other material that OHR deleted. It appears that not all regions were not cut back so radically. For instance, if you look at the business case of Region 9 that survived, it also is organized by national theme, but the particulars were retained.

[http://](#) **Ex. 6 - Personal Privacy**

Regards,  
Robert  
212-637-4166

---

**From:** Atkinson, Ryan  
**Sent:** Tuesday, October 03, 2017 4:11 PM  
**To:** Rubel, Robert <Rubel.Robert@epa.gov>; Taylor, Jeremy <Taylor.Jeremy@epa.gov>  
**Cc:** Pastalove, Barbara <Pastalove.Barbara@epa.gov>  
**Subject:** RE: SRO VV Followup -- Extension Request (with Background)

Sure, that's fine Robert, we understand how that will have a big impact on what you send. I think next Tuesday is okay. Thanks!

Ryan Atkinson  
Deputy Director  
US EPA, HRMD, RTP  
Phone: 919-541-2425  
Fax: 919-541-1360

OARM-RTP

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---

**From:** Rubel, Robert

**Sent:** Tuesday, October 03, 2017 3:24 PM

**To:** Taylor, Jeremy <[Taylor.Jeremy@epa.gov](mailto:Taylor.Jeremy@epa.gov)>; Atkinson, Ryan <[Atkinson.Ryan@epa.gov](mailto:Atkinson.Ryan@epa.gov)>

**Cc:** Pastalove, Barbara <[Pastalove.Barbara@epa.gov](mailto:Pastalove.Barbara@epa.gov)>

**Subject:** SRO VV Followup -- Extension Request (with Background)

Good afternoon, Jeremy and Ryan. The agency's VERA/VSIP package severely truncated the business case that Region 2 submitted. This had the effect of significantly overgeneralizing our commitments. Our ARA, Rich Manna, spoke about this with Arron on Friday. Arron asked that we reach out to Debbi Hart. Barbara and I spoke this morning with Debbi. She understood our position and asked for a copy of the business case we submitted; per her request, we highlighted the material that had been cut. I sent this to her and Loretta Hunt shortly after our conversation. We expect to hear back from them this afternoon or tomorrow. Our responses to the spreadsheet of active and recently completed actions as well as our responses to two of the three justification-to-fill forms are contingent on OHR's determination. Would it be okay if we send you our response a few days late? We're thinking either Friday or next Tuesday (Monday being the holiday). I'm on leave this Thursday, so Friday might be tight, depending on when we hear back from OHR.

Regards,

Robert

212-637-4166

Message

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**From:** Rubel, Robert [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=9FF392CC2230459F9585438E6474A68B-RUBEL, ROBERT]  
**Sent:** 10/10/2017 8:10:33 PM  
**To:** Taylor, Jeremy [Taylor.Jeremy@epa.gov]; Atkinson, Ryan [Atkinson.Ryan@epa.gov]  
**CC:** Pastalove, Barbara [Pastalove.Barbara@epa.gov]  
**Subject:** Status Update: SRO VV Followup -- Extension Request (with Background)  
**Attachments:** RE: post-V/V -- two-pager with OHR deletions highlighted; 10-3-17 - R2's V-V business case with relevant deletions highlighted.docx

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[http://](#) **Ex. 6 - Personal Privacy**

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212-637-4166

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**From:** Atkinson, Ryan  
**Sent:** Tuesday, October 03, 2017 4:11 PM  
**To:** Rubel, Robert <Rubel.Robert@epa.gov>; Taylor, Jeremy <Taylor.Jeremy@epa.gov>  
**Cc:** Pastalove, Barbara <Pastalove.Barbara@epa.gov>  
**Subject:** RE: SRO VV Followup -- Extension Request (with Background)

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Ryan Atkinson  
Deputy Director  
US EPA, HRMD, RTP  
Phone: 919-541-2425  
Fax: 919-541-1360



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**Sent:** Tuesday, October 03, 2017 3:24 PM

**To:** Taylor, Jeremy <[Taylor.Jeremy@epa.gov](mailto:Taylor.Jeremy@epa.gov)>; Atkinson, Ryan <[Atkinson.Ryan@epa.gov](mailto:Atkinson.Ryan@epa.gov)>

**Cc:** Pastalove, Barbara <[Pastalove.Barbara@epa.gov](mailto:Pastalove.Barbara@epa.gov)>

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Regards,

Robert

212-637-4166

Message

---

**From:** Schwartz, Barbara [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=926C8F00538B46058B0FE5FA464AA207-SCHWARTZ, B]  
**Sent:** 4/27/2017 6:08:46 PM  
**To:** Bailey, Rhonda [Bailey.Rhonda@epa.gov]  
**Subject:** R4 VERA-VSIP Overview Presentation April2017.pptx  
**Attachments:** R4 VERA-VSIP Overview Presentation April2017.pptx



# **Voluntary Early Retirement and Voluntary Separation Incentive Authorities**

April 2017



## What is Voluntary Early Retirement Authority ?

**VERA** (or Early-Out) allows agencies that are undergoing substantial restructuring, reshaping, downsizing, transfer of function or reorganization to temporarily lower the age and service requirements in order to increase the number of employees who are eligible for retirement.

- Encourages voluntary separations and helps the agency complete the needed organizational change with minimal disruption to the work force.
- Eligible employees receive an immediate annuity years before they would be otherwise eligible.
- Use of the authority requires OPM approval.



## VERA Eligibility

The employee must:

- Meet the minimum age and service requirements and be:
  - At least age 50 with at least 20 years of creditable federal service, or
  - Any age with at least 25 years of creditable federal service;
- Have served in a position covered by the OPM authorization for the minimum time specified by OPM (usually 30 days prior to the date of the agency request);
- Serve in a position targeted by the agency's VERA plan; and
- Separate by the close of the early-out period.



## What is Voluntary Separation Incentive Payment?

VSIP (or Buy-Out) allows agencies that are downsizing or restructuring to offer employees lump-sum payments up to \$25,000 as an incentive to voluntarily separate.

- May be offered to employees who are in surplus positions or have skills that are no longer needed in the workforce and who volunteer to separate by resignation, optional retirement or by voluntary early retirement.
- Some employees may be eligible for VERA and VSIP and can take both (i.e., retire early with a lump-sum incentive).
- Use of the authority requires OPM approval.



## VSIP Eligibility

The employee must:

- Be serving in an appointment without time limit;
- Be currently employed by the executive branch of the federal government for a continuous period of at least 3 years;
- Be serving in a position covered by the agency VSIP plan (i.e., in the specific geographic area, organization, series and grade); and
- Apply for and receive VSIP approval.



## VSIP Ineligible

- Reemployed annuitants;
- Eligible for disability retirement;
- Have received a decision notice of involuntary separation for misconduct or poor performance;
- Previously received any VSIP from the federal government;
- Recipient of a student loan repayment during the 36-month period preceding the date of separation;
- Recipient of a recruitment or relocation incentive during the 24-month period preceding the date of separation; and
- Recipient of a retention incentive during the 12-month period preceding the date of separation.



## VERA and VSIP ARE NOT

- A short-term solution for budget cuts; our focus when developing a business case for the Region will address shifts in agency priorities.
- For positions that have direct hire authority or are paying recruitment incentives, e.g. IT Specialist (Information Security).
- To be used to deal with employees with performance or conduct issues.

[DateTime]

7



## THE PROCESS

- In contrast to 2014/15 VERA/VSIP efforts, EPA will submit only one, agency-level VERA/VSIP business case proposal.
- Program/Region completes Targeted Positions Template and abbreviated, two-page business case based on parameters delineated in V/V Checklist. Office submissions will be compiled by OHR into one OMB/OPM submission.
- Offices submit draft to OARM/OHR for review and feedback.
- Informal review of agency-level proposal by OPM and OMB.
- Submit package for Acting AA of OARM's approval and signature.
- Submit officially to OPM and OMB.
- Receive Approval.



# QUESTIONS????

[DateTime]

U.S. Environmental Protection Agency

9



## Region 4 Office Human Capital Management Contacts

Barbara Schwartz, HRO  
[Schwartz.Barbara@epa.gov](mailto:Schwartz.Barbara@epa.gov)  
404-562-8143

Rhonda Bailey, Senior Advisor  
[Bailey.Rhonda@epa.gov](mailto:Bailey.Rhonda@epa.gov)  
404-562-9442

Delphine Williams, HR Specialist  
[Williams.Delphine@epa.gov](mailto:Williams.Delphine@epa.gov)  
404-562-8148

Message

---

**From:** Schwartz, Barbara [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=926C8F00538B46058B0FE5FA464AA207-SCHWARTZ, B]  
**Sent:** 4/24/2017 4:39:52 PM  
**To:** Bailey, Rhonda [Bailey.Rhonda@epa.gov]; Williams, Delphine D. [Williams.Delphine@epa.gov]; Wootson, Renee [Wootson.Renee@epa.gov]  
**Subject:** R4 VERA-VSIP Overview Presentation April2017.pptx  
**Attachments:** R4 VERA-VSIP Overview Presentation April2017.pptx

I will give this briefing up to the Questions slide. The remaining charts will be back up and will be presented to Directors/Deputies



# **Voluntary Early Retirement and Voluntary Separation Incentive Authorities**

April 2017



## What is Voluntary Early Retirement Authority ?

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- Be serving in a position covered by the agency VSIP plan (i.e., in the specific geographic area, organization, series and grade); and
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[DateTime]

7



## THE PROCESS

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- Submit package for Acting AA of OARM's approval and signature.
- Submit officially to OPM and OMB.
- Receive Approval.



# QUESTIONS????

[DateTime]

U.S. Environmental Protection Agency

9



## JUSTIFICATIONS MUST INCLUDE:

- Detailed summary of how the authorities will be used and the anticipated results.
- An explanation why the requested incentive(s) are an appropriate strategy for making the required workforce adjustments.
- The total number of employees expected to be affected and expected to take advantage of the incentive(s).
- Anticipated budget impact, i.e., direct costs and estimated savings
- Detailed list of positions that will be impacted and offered the incentive(s) identified by organizational unit, geographical location, occupational category, grade level and any other relevant factors.
- An explanation of how the organization will operate without the eliminated positions.
- Current and proposed organizational charts.



## THINGS TO REMEMBER

- Use the instructions in the VERA/VSIP Checklist to develop your office's business case.
- Populate the Targeted Positions Excel template provided by OHR.
- Have a plan and be specific.
- Link justification to workforce and succession plans.
- If addressing "strategic goals" explain what those are.
- Don't use phrases that target age such as "maturing workforce."
- No requirement to request both VERA and VSIP.

[DateTime]

11



## TARGETING POSITIONS

- Target positions, not employees.
- Do not target critical positions, required positions (e.g., Budget Officer) or direct hire positions (IT Security, Contract Specialists).
  - SES positions will require additional information (e.g., does the agency plan to return the slot?)
- Targeted positions must be restructured (different grade, series, duties) or eliminated if vacated via VERA/VSIP;
  - If the targeted position must remain in the same series and FPL, OPM will request current and proposed PDs and additional information to confirm restructure.
- Can't target positions for the sole purpose of providing promotional opportunities to remaining staff.



## OHR CONTACTS

Debbi Hart

[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

202-564-2011

Loretta Hunt

[hunt.loretta@epa.gov](mailto:hunt.loretta@epa.gov)

202-564-6963

Message

---

**From:** Kemker, Carol [Kemker.Carol@epa.gov]  
**Sent:** 5/23/2017 1:36:45 PM  
**To:** Bailey, Rhonda [Bailey.Rhonda@epa.gov]; Tellis, Vickie [Tellis.Vickie@epa.gov]; Wilkes, Mary [Wilkes.Mary@epa.gov]; Walker, Mary [walker.mary@epa.gov]; Banister, Beverly [Banister.Beverly@epa.gov]; Gettle, Jeaneanne [Gettle.Jeaneanne@epa.gov]; Farmer, Alan [Farmer.Alan@epa.gov]; Hill, Franklin [Hill.Franklin@epa.gov]; Gordon, Scott [Gordon.Scott@epa.gov]  
**CC:** Campbell, Richard [Campbell.Richard@epa.gov]; Heard, Anne [Heard.Anne@epa.gov]; Lapierre, Kenneth [Lapierre.Kenneth@epa.gov]; Ghosh, Mita [Ghosh.Mita@epa.gov]; Schwartz, Barbara [Schwartz.Barbara@epa.gov]  
**Subject:** RE: Region 4 V/V Business Case Narrative for Comment  
**Attachments:** Region 4 VV Business Case rev V2clk.docx

Attached are my comments.

---

**From:** Bailey, Rhonda  
**Sent:** Monday, May 22, 2017 3:11 PM  
**To:** Tellis, Vickie <Tellis.Vickie@epa.gov>; Wilkes, Mary <Wilkes.Mary@epa.gov>; Walker, Mary <walker.mary@epa.gov>; Banister, Beverly <Banister.Beverly@epa.gov>; Gettle, Jeaneanne <Gettle.Jeaneanne@epa.gov>; Farmer, Alan <Farmer.Alan@epa.gov>; Hill, Franklin <Hill.Franklin@epa.gov>; Gordon, Scott <Gordon.Scott@epa.gov>  
**Cc:** Kemker, Carol <Kemker.Carol@epa.gov>; Campbell, Richard <Campbell.Richard@epa.gov>; Heard, Anne <Heard.Anne@epa.gov>; Lapierre, Kenneth <Lapierre.Kenneth@epa.gov>; Ghosh, Mita <Ghosh.Mita@epa.gov>; Schwartz, Barbara <Schwartz.Barbara@epa.gov>  
**Subject:** Region 4 V/V Business Case Narrative for Comment  
**Importance:** High

Good Afternoon

In response to the discussion at this morning's meeting re: R4 VERA/VSIP Business Case, attached you will find the draft business case narrative for review. Please provide your comments/edits to me via email NLT noon tomorrow, May 23, for incorporation.

Mary (Walker), I have received comments from Cesar.

Thank you.

***Rhonda B. Bailey***  
*Office of Policy and Management*  
*Office of Human Capital Management*  
*U.S. Environmental Protection Agency, Region 4*  
*Sam Nunn Atlanta Federal Center*  
*61 Forsyth St. SW*  
*Atlanta, GA 30303*  
*Office 404.562.9442*

***Until we M.E.E.T. Make time to discuss, Explore differences, Encourage respect, and Take responsibility.***

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Message

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**From:** Bailey, Rhonda [Bailey.Rhonda@epa.gov]  
**Sent:** 5/22/2017 7:10:58 PM  
**To:** Tellis, Vickie [Tellis.Vickie@epa.gov]; Wilkes, Mary [Wilkes.Mary@epa.gov]; Walker, Mary [walker.mary@epa.gov]; Banister, Beverly [Banister.Beverly@epa.gov]; Gettle, Jeaneanne [Gettle.Jeaneanne@epa.gov]; Farmer, Alan [Farmer.Alan@epa.gov]; Hill, Franklin [Hill.Franklin@epa.gov]; Gordon, Scott [Gordon.Scott@epa.gov]  
**CC:** Kemker, Carol [Kemker.Carol@epa.gov]; Campbell, Richard [Campbell.Richard@epa.gov]; Heard, Anne [Heard.Anne@epa.gov]; Lapierre, Kenneth [Lapierre.Kenneth@epa.gov]; Ghosh, Mita [Ghosh.Mita@epa.gov]; Schwartz, Barbara [Schwartz.Barbara@epa.gov]  
**Subject:** Region 4 V/V Business Case Narrative for Comment  
**Attachments:** Region 4 VV Business Case rev V2.docx

**Importance:** High

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*Office of Policy and Management*  
*Office of Human Capital Management*  
*U.S. Environmental Protection Agency, Region 4*  
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*Atlanta, GA 30303*  
*Office 404.562.9442*

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Message

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**From:** Bailey, Rhonda [Bailey.Rhonda@epa.gov]  
**Sent:** 5/19/2017 5:36:57 PM  
**To:** Eubanks, Kristy [Eubanks.Kristy@epa.gov]  
**CC:** Tellis, Vickie [Tellis.Vickie@epa.gov]; Mills, Keith [Mills.Keith@epa.gov]; Schwartz, Barbara [Schwartz.Barbara@epa.gov]; Wootson, Renee [Wootson.Renee@epa.gov]; Williams, Delphine D. [Williams.Delphine@epa.gov]  
**Subject:** RE: Business Case, Targeted Position Template, Org Chart  
**Attachments:** Region 4 VV Business Case rev.docx; Region 4 Targeted Positions (003).xlsx; R4 ORA Org Chart05172017v2.docx  
**Importance:** High

Kristy

Attached are the revised docs of what was sent on yesterday. Please use the attached for Monday's senior staff meeting. If you have any questions/concerns or need anything additional let me know.

**Rhonda B. Bailey**  
*Office of Policy and Management  
Office of Human Capital Management  
U.S. Environmental Protection Agency, Region 4  
Sam Nunn Atlanta Federal Center  
61 Forsyth St. SW  
Atlanta, GA 30303  
Office 404.562.9442*

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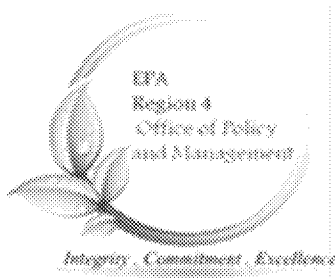
**From:** Schwartz, Barbara  
**Sent:** Thursday, May 18, 2017 10:03 AM  
**To:** Eubanks, Kristy <Eubanks.Kristy@epa.gov>  
**Cc:** Wootson, Renee <Wootson.Renee@epa.gov>; Bailey, Rhonda <Bailey.Rhonda@epa.gov>; Williams, Delphine D. <Williams.Delphine@epa.gov>; Mills, Keith <Mills.Keith@epa.gov>  
**Subject:** Business Case, Targeted Position Template, Org Chart

These are the documents we will have to submit on May 24<sup>th</sup>. Need budget piece to complete the business case. I will be out of the office from May 19<sup>th</sup> to May 23<sup>rd</sup>. Send completed info to Rhonda, cc me. We will need to get this to Keith and Vickie so that they can share with DD and/or Deputies before we go final and send to HQs.

Keith, providing you an advance copy. Kristy's team will need to complete the finance piece on the business case. All the information is directly from the deputies.

Barbara A Schwartz  
[Schwartz.barbara@epa.gov](mailto:Schwartz.barbara@epa.gov)

Human Resources Officer  
U.S. Environmental Protection Agency, Region 4  
Sam Nunn Atlanta Federal Center  
61 Forsyth St. SW  
Atlanta, GA 30303



**CONFIDENTIALITY NOTICE:** This message is being sent by or on behalf of the Environmental Protection Agency. It is intended exclusively for the individual(s) or entity(s) to whom or to which it is addressed. This communication may contain information that is proprietary, privileged or confidential or otherwise legally exempted from disclosure. If you are not the named addressee, you are not authorized to read, print, retain, copy or disseminate this message or any part of it. If you have received this message in error, please notify the sender immediately by email and delete all copies of the message.

Message

---

**From:** Williams, Delphine D. [Williams.Delphine@epa.gov]  
**Sent:** 4/24/2017 7:12:47 PM  
**To:** Schwartz, Barbara [Schwartz.Barbara@epa.gov]; Bailey, Rhonda [Bailey.Rhonda@epa.gov]; Wootson, Renee [Wootson.Renee@epa.gov]  
**CC:** Williams, Delphine D. [Williams.Delphine@epa.gov]  
**Subject:** R4 VERA-VSIP Overview Presentation April 2017 rev. 4.24.17.ppt  
**Attachments:** R4 VERA-VSIP Overview Presentation April 2017 rev. 4.24.17.ppt



# **Voluntary Early Retirement and Voluntary Separation Incentive Authorities**

April 2017



## What is Voluntary Early Retirement Authority ?

**VERA** (or Early-Out) allows agencies that are undergoing substantial restructuring, reshaping, downsizing, transfer of function or reorganization to temporarily lower the age and service requirements in order to increase the number of employees who are eligible for retirement.

- Encourages voluntary separations and helps the agency complete the needed organizational change with minimal disruption to the work force.
- Eligible employees receive an immediate annuity years before they would be otherwise eligible.
- Use of the authority requires OPM approval.



## VERA Eligibility

The employee must:

- Meet the minimum age and service requirements and be:
  - At least age 50 with at least 20 years of creditable federal service, or
  - Any age with at least 25 years of creditable federal service;
- Have served in a position covered by the OPM authorization for the minimum time specified by OPM (usually 30 days prior to the date of the agency request);
- Serve in a position targeted by the agency's VERA plan; and
- Separate by the close of the early-out period.



## What is Voluntary Separation Incentive Payment?

VSIP (or Buy-Out) allows agencies that are downsizing or restructuring to offer employees lump-sum payments up to \$25,000 as an incentive to voluntarily separate.

- May be offered to employees who are in surplus positions or have skills that are no longer needed in the workforce and who volunteer to separate by resignation, optional retirement or by voluntary early retirement.
- Some employees may be eligible for VERA and VSIP and can take both (i.e., retire early with a lump-sum incentive).
- Use of the authority requires OPM approval.



## VSIP Eligibility

The employee must:

- Be serving in an appointment without time limit;
- Be currently employed by the executive branch of the federal government for a continuous period of at least 3 years;
- Be serving in a position covered by the agency VSIP plan (i.e., in the specific geographic area, organization, series and grade); and
- Apply for and receive VSIP approval.



## VSIP Ineligible

- Reemployed annuitants;
- Eligible for disability retirement;
- Have received a decision notice of involuntary separation for misconduct or poor performance;
- Previously received any VSIP from the federal government;
- Recipient of a student loan repayment during the 36-month period preceding the date of separation;
- Recipient of a recruitment or relocation incentive during the 24-month period preceding the date of separation; and
- Recipient of a retention incentive during the 12-month period preceding the date of separation.



## VERA and VSIP ARE NOT

- A short-term solution for budget cuts; our focus when developing a business case for the Region will address shifts in agency priorities.
- For positions that have direct hire authority or are paying recruitment incentives, e.g. IT Specialist (Information Security).
- To be used to deal with employees with performance or conduct issues.

[DateTime]

7



## THE PROCESS

- In contrast to 2104/15 VERA/VSIP efforts, EPA will submit only one, agency-level VERA/VSIP business case proposal.
- Program/Region completes Targeted Positions Template and abbreviated, two-page business case based on parameters delineated in V/V Checklist. Office submissions will be compiled by OHR into one OMB/OPM submission.
- Offices submit draft to OARM/OHR for review and feedback.
- Informal review of agency-level proposal by OPM and OMB.
- Submit package for Acting AA of OARM's approval and signature.
- Submit officially to OPM and OMB.
- Receive Approval.



# QUESTIONS????

[DateTime]

U.S. Environmental Protection Agency

9



## JUSTIFICATIONS MUST INCLUDE:

- Detailed summary of how the authorities will be used and the anticipated results.
- An explanation why the requested incentive(s) are an appropriate strategy for making the required workforce adjustments.
- The total number of employees expected to be affected and expected to take advantage of the incentive(s).
- Anticipated budget impact, i.e., direct costs and estimated savings
- Detailed list of positions that will be impacted and offered the incentive(s) identified by organizational unit, geographical location, occupational category, grade level and any other relevant factors.
- An explanation of how the organization will operate without the eliminated positions.
- Current and proposed organizational charts.



## THINGS TO REMEMBER

- Use the instructions in the VERA/VSIP Checklist to develop your office's business case.
- Populate the Targeted Positions Excel template provided by OHR.
- Have a plan and be specific.
- Link justification to workforce and succession plans.
- If addressing "strategic goals" explain what those are.
- Don't use phrases that target age such as "maturing workforce."
- No requirement to request both VERA and VSIP.

[DateTime]

11



## TARGETING POSITIONS

- Target positions, not employees.
- Do not target critical positions, required positions (e.g., Budget Officer) or direct hire positions (IT Security, Contract Specialists).
  - SES positions will require additional information (e.g., does the agency plan to return the slot?)
- Targeted positions must be restructured (different grade, series, duties) or eliminated if vacated via VERA/VSIP;
  - If the targeted position must remain in the same series and FPL, OPM will request current and proposed PDs and additional information to confirm restructure.
- Can't target positions for the sole purpose of providing promotional opportunities to remaining staff.



## OHR CONTACTS

Debbi Hart

[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

202-564-2011

Loretta Hunt

[hunt.loretta@epa.gov](mailto:hunt.loretta@epa.gov)

202-564-6963



## Region 4 Office Human Capital Management Contacts

Barbara Schwartz, HRO  
[Schwartz.Barbara@epa.gov](mailto:Schwartz.Barbara@epa.gov)  
404-562-8143

Rhonda Bailey, Senior Advisor  
[Bailey.Rhonda@epa.gov](mailto:Bailey.Rhonda@epa.gov)  
404-562-9442

Delphine Williams, HR Specialist  
[Williams.Delphine@epa.gov](mailto:Williams.Delphine@epa.gov)  
404-562-8148

Message

---

**From:** Bailey, Rhonda [Bailey.Rhonda@epa.gov]  
**Sent:** 4/5/2017 4:06:04 PM  
**To:** Schwartz, Barbara [Schwartz.Barbara@epa.gov]  
**CC:** Williams, Delphine D. [Williams.Delphine@epa.gov]; Wootson, Renee [Wootson.Renee@epa.gov]  
**Subject:** VERA and VSIP Paper  
**Attachments:** 2017 VERA VSIP.docx

**Importance:** High

Barbara

Attached you will find the VERA/VSIP Paper.

***Rhonda B. Bailey***

*Office of Policy and Management*

*Office of Human Capital Management*

*U.S. Environmental Protection Agency, Region 4*

*Sam Nunn Atlanta Federal Center*

*61 Forsyth St. SW*

*Atlanta, GA 30303*

*Office 404.562.9442*

***Until we M.E.E.T. Make time to discuss, Explore differences, Encourage respect, and Take responsibility.***

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## **Voluntary Early Retirement Authority (VERA)**

**And**

## **Voluntary Separation Incentive Payment (VSIP)**

The VERA and VSIP authorities are **tools to implement management decisions when an agency must reduce or restructure its workforce:**

- Increasing voluntary attrition in agencies undergoing substantial organizational change (e.g., delayering, reorganization, reduction in force, reshaping and downsizing); AND
- A significant percentage of employees are likely to be involuntarily separated or demoted; OR
- Employees have been identified in positions that are becoming surplus or excess to the agency's future ability to effectively carry out its mission (e.g., different skill sets needed, effect of IT on positions, etc.).

The VERA and VSIP authorities **are not**:

- Short-term solution for budget cuts
- To be used for anticipated scenarios
- For positions that have direct hire authority or are paying recruitment incentives, e.g. IT Specialist (Information Security)

The VERA and VSIP Request Package requires the Office of Personnel Management's (OPM) approval; and, the Office of Management and Budget's (OMB) approval for the use of VSIP. The Agency must submit a business case that outlines plans.

The entire approval process from 1<sup>st</sup> draft can take 4-6 months. OPM approval generally takes 4-6 weeks.

### **Things to Remember:**

- Tell our story, have a plan and be specific;
- Link justification to workforce, succession plans, organizational re-structuring;
- Target positions, not employees; and,
- No requirement to request both VERA and VSIP

## **The Business Case**

- Background history and justification
- Detail summary of how authorities will be used and anticipated results
- Explanation why the requested incentive(s) are appropriate
- Time period the incentive(s) are available and maximum number offered
- Total number of employees expected to be affected and expected to take advantage of incentive(s)
- Detailed list of positions that will be impacted
- Anticipated budget impact (i.e., direct and indirect costs, savings, etc.)
- A budget neutral statement
- An explanation of how the organization will operate without the positions
- Current and proposed organization charts, as applicable

In its request to the OPM for VSIP approval, the agency should clearly outline how VSIP would assist the agency in reaching its restructuring or downsizing goals.

At all stages of developing an individual VSIP plan or a combined VSIP/VERA plan, the agency must always consider whether a sudden increase in attrition will compromise the agency's:

- Ability to effectively carry out its mission; and/or,
- Available fiscal resources.

## **Additional Information**

### **VERA Authority (Early Out)**

- Allows for the temporarily lowering of age and service requirements
- Encourages more voluntary separations
- Helps organizations complete organizational change with minimal disruption
- Employees receive immediate annuity years before normally eligible
- Employee must meet the minimum age and service requirements:
  - 50 years old and 20 years of creditable service or 25 years of creditable service and any age
    - CSRS – 2% penalty for each year under age 55
    - FERS – no annuity reduction; however, no FERS supplement until reaching MRA
- Serves in a position covered by OPM 's authorization for the minimum time specified by OPM (usually 30 days prior to agency's request)
- Separate by the close of the early retirement period

### **VSIP Authority (Buy Out)**

- Offers lump-sum payments up to \$25,000 (or severance pay, whichever is less);
- Offered to employees in surplus positions or have skills no longer needed in workforce;
- Offered to employees in safe positions that could then provide placement opportunities for employees holding surplus positions;
- VSIPs must be "budget neutral;"
- Employee must be serving in an appointment without time limit
- Employee employed continuously for at least 3 years in Executive Branch
- Employee serves in a position covered by OPM 's authorization
- Accepting a VSIP is at the discretion of the employee
- Employee must separate during VSIP period decided by agency
- Employee may separate via resignation, optional retirement or early retirement, if authorized
- If employee is re-employed by the federal government within 5 years s/he must pay the entire payment received back to EPA

### **Ineligible for VSIP**

- Re-employed annuitants;
- Eligible for disability retirement;
- In “phased retirement” status;
- In receipt of a decision notice of involuntary separation for misconduct or unacceptable performance;
- Previously received a VSIP from the Federal Government;
- Student loan repayment benefit received in the preceding 36-month period (date of separation) was paid or is to be paid;
- Recruitment or relocation incentive received in the preceding 24-month period (date of separation) was paid or is to be paid;
- Retention incentive received in the preceding 12-month period (date of separation) was paid or is to be paid (This applies to General Schedule employees only.)

Message

---

**From:** Kenyon, Michael [Kenyon.Michael@epa.gov]  
**Sent:** 12/8/2017 9:44:12 PM  
**To:** Weeks, Frederick [Weeks.Fred@epa.gov]; Haslett, Brenda [Haslett.Brenda@epa.gov]; Shanahan, Katherine [Shanahan.Katherine@epa.gov]  
**Subject:** FW: Region 1's FTE management plan  
**Attachments:** fte management plan R1 120717.docx

---

**From:** Moraff, Kenneth  
**Sent:** Friday, December 08, 2017 2:13 PM  
**To:** Kenyon, Michael <Kenyon.Michael@epa.gov>  
**Subject:** FW: Region 1's FTE management plan

I made a tiny wording change in the Lake Champlain section (in case you're doing version control).

Ken

---

**From:** Moraff, Kenneth  
**Sent:** Friday, December 08, 2017 2:13 PM  
**To:** Vizian, Donna <Vizian.Donna@epa.gov>; Showman, John <Showman.John@epa.gov>  
**Cc:** Szaro, Deb <Szaro.Deb@epa.gov>; McCabe, Catherine <McCabe.Catherine@epa.gov>; Rodrigues, Cecil <rodrigues.cecil@epa.gov>; Kaplan, Robert <kaplan.robert@epa.gov>; Coleman, Sam <Coleman.Sam@epa.gov>; Chu, Ed <Chu.Ed@epa.gov>; Thomas, Deb <thomas.debrah@epa.gov>; Strauss, Alexis <Strauss.Alexis@epa.gov>; Pirzadeh, Michelle <Pirzadeh.Michelle@epa.gov>; Heard, Anne <Heard.Anne@epa.gov>  
**Subject:** Region 1's FTE management plan

Region 1's FTE strategy is attached. Please feel free to get in touch if there are any questions.

Ken Moraff  
Acting Deputy Regional Administrator

Message

---

**From:** Kenyon, Michael [Kenyon.Michael@epa.gov]  
**Sent:** 12/5/2017 7:11:17 PM  
**To:** R1 Executives RESTRICTED [R1\_ExecutivesRESTRICTED@epa.gov]  
**CC:** Shanahan, Katherine [Shanahan.Katherine@epa.gov]; Haslett, Brenda [Haslett.Brenda@epa.gov]  
**Subject:** Draft FTE management plan  
**Attachments:** fte management plan R1 113017.docx; R1 office submissions of critical needs 113017.docx

As promised at the OD meeting this morning, I've attached the current draft FTE management plan and the associated list of offices' critical needs.

Please let me know if you have suggestions, edits or questions. We will be submitting this to HQ on Friday.

Thanks, Mike

*Michael P. Kenyon  
Assistant Regional Administrator  
Office of Administration and Resource Management  
EPA Region 1 – New England  
(617) 918-1093*

Message

---

**From:** Benoit, Peggy Ann [Benoit.Peggy@epa.gov]  
**Sent:** 6/20/2017 5:47:55 PM  
**To:** Shanahan, Katherine [Shanahan.Katherine@epa.gov]  
**Subject:** R1 VV Talking Points All Hands - draft 6-20-17 KS MK PB.docx  
**Attachments:** R1 VV Talking Points All Hands - draft 6-20-17 KS MK PB.docx

Hello –

Here are my updates based on Mike's edits, and the HQ talking points. You will see I moved a section towards the end covering HR related items that Mike is going to ask you to discuss. I have not shared this with Mike yet, as I wanted your feedback first. Please send to Mike if you are ok with this version.

Thanks!  
Peggy

Going to a 2pm meeting on START with Robyn.

Will have my computer with me and can email....

Message

---

**From:** Benoit, Peggy Ann [Benoit.Peggy@epa.gov]  
**Sent:** 5/24/2017 4:28:48 PM  
**To:** Shanahan, Katherine [Shanahan.Katherine@epa.gov]  
**Subject:** Region 1 VERA VSIP Proposal Summary, Spreadsheet of Targeted Positions, and Org Chart  
**Attachments:** R1 V-V Business Case 5-24-17.docx; Region 1 Org Chart 5-24-17.pptx; Region 1 Targeted Positions Template 5-23-17.xlsx

Let me try again.

---

**From:** Benoit, Peggy Ann  
**Sent:** Wednesday, May 24, 2017 12:00 PM  
**To:** Shanahan, Katherine <Shanahan.Katherine@epa.gov>  
**Subject:** Region 1 VERA VSIP Proposal Summary, Spreadsheet of Targeted Positions, and Org Chart

Hello,

OEP did not offer any comments, and is good to go. Nancy B. stopped by and the only comment was on the 303 series, that we have not yet reassigned a person too, however she wants to include it anyways. It does not impact our numbers at all, as we have no one in the 303 series. I've added the series to both our summary and our chart.

Added one line in our business case as requested in the checklist. "The estimate of total number of employees in the Region to take an early retirement is seven." Given how narrow we are and having looked closer at the pool of 112, we have good chances of reaching VERA people. Let me know if you have a different estimate on how many VERA's we might have.

Lastly, Fred stopped by this morning, and asked for a copy of the most recent draft of the 2 page summary, and have not heard anything from him on OARM's submission.

I am thinking this is good to go...unless Ken has comments, or has had a chance to look yet. I will hang tight until we touch base.

Thanks!  
Peggy

Will send you the 112 positions, in the next email...

Message

---

**From:** McGuire, Karen [McGuire.Karen@epa.gov]  
**Sent:** 5/23/2017 5:42:15 PM  
**To:** Shanahan, Katherine [Shanahan.Katherine@epa.gov]  
**Subject:** RE: V/V

Looks fine. You just need to remove the reference to GS-12 in A&P2 in the table.

---

**From:** Shanahan, Katherine  
**Sent:** Tuesday, May 23, 2017 1:38 PM  
**To:** McGuire, Karen <McGuire.Karen@epa.gov>  
**Subject:** V/V

Karen

I have removed the other divisions info , though obviously the numeric count in the paragraph expresses the total roll up numbers for this section of our package. Please be mindful no one has seen the package yet (and that means Deb or Ken) so I would appreciate your review and comment as confidential

We are structuring our package as broadly as possible – quite different than the last time. This is the section where we have reflected your positions.

**Restructure Positions to Focus on Core Business Functions and Technical and Programmatic**

**Priorities:** Region 1 plans to restructure some technical, scientific, and programmatic positions, to better align with current programmatic priorities. For our technical positions, shifts in priorities often require a different skill set or expertise, which are better suited under a different classification of job series and/or grade level. This is applicable to our technical, policy, and/or experts in our wetlands, air, grants management programs, as well as some of our positions in remediation and restoration. Region 1 plans to restructure two Remedial Project Manager (RPMs) positions to reflect the national standard of classification, as either an engineer or life/physical scientist. In our enforcement program, Region 1 plans to diversify the workload to provide an increased focus on legal areas not delegated or covered by state agencies, and restructure attorney positions to reflect different areas of expertise. Similarly, our technical enforcement program and assistance and pollution prevention program are working to improve the coordination of extramural resource management functions and integrated compliance strategies, which will result in restructuring a small number of technical positions to a lower grade level. Two positions will be restructured to realign core business needs within our Comptroller's and Facilities units.

Region 1 will offer a maximum of 19 VERA/VSIP opportunities to 76 individuals/positions in the Boston, Massachusetts location. Table 3 reflects the number of offers limited to each Office, Branch, Section or Unit, and eligible Occupational Title, Series and Grade levels.

|  |
|--|
| Table 3. Restructure Positions to Focus on Technical and Programmatic Priorities and Core Business Functions, Maximum of 19 VERA/VSIP Offers |
|--|

| # V/V Offers | Limited to Division | Limited to Branch/Section/Unit  | Occupational Title(s)<br>All Positions Non-Supervisory, Unless Otherwise Stated.   |
|--------------|---------------------|---|--|
| 2            | OES                 | A&P2 Branch   | Environmental Engineer GS-0819-12/13; and Environmental Protection Specialist GS-0028-12/13  |
| 2            | OES                 | Legal Enforcement Branch: <i>Superfund Legal and Regulatory Legal</i> | General Attorney, GS-0905-15   |
| 1            | OES                 | Technical Enforcement Branch  | Environmental Engineer, GS-0819-14; and Environmental Protection Specialist, GS-0028-14  |
| 2            | OES                 | Technical Enforcement Branch  | Environmental Engineer, GS-0819-13; Physical Scientist, GS-1301-13; Life Scientists, GS-0401-13; and Environmental Protection Specialist, GS-0028-13 |
| 1            | OES                 | Technical Enforcement Branch  | Environmental Engineer GS-0819-13; Physical Scientist GS-1301-12; Life Scientists, GS-0401-12; and Environmental Protection Specialist, GS-0028-12   |
|              |                     |   |  |
|              |                     |   |  |
|              |                     |   |  |

Message

---

**From:** Szaro, Deb [Szaro.Deb@epa.gov]  
**Sent:** 5/23/2017 2:46:57 PM  
**To:** Moraff, Kenneth [Moraff.Ken@epa.gov]; Kenyon, Michael [Kenyon.Michael@epa.gov]; Shanahan, Katherine [Shanahan.Katherine@epa.gov]  
**Subject:** Fwd: Workforce Reshaping Summary information  
**Attachments:** Copy of 05232017VERA VSIP Major Themes For Agency.xlsx; ATT00001.htm

Sent from my iPhone

Begin forwarded message:

**From:** "Vizian, Donna" <Vizian.Donna@epa.gov>  
**Date:** May 23, 2017 at 10:46:10 AM EDT  
**To:** 2017HQfirstassistants <2017HQfirstassistants@epa.gov>, 2017Regionfirstassistants <2017Regionfirstassistants@epa.gov>  
**Cc:** "Hart, Debbi" <Hart.Debbi@epa.gov>, "Gray, Linda" <gray.linda@epa.gov>, "Showman, John" <Showman.John@epa.gov>, "Carpenter, Wesley" <Carpenter.Wesley@epa.gov>  
**Subject:** Workforce Reshaping Summary information

Hi Everyone, First, please keep this close hold. I ask that you share by hard copy only to those helping you with this effort.

Attached is the result of the data collection on V/V plans. There are 2 summary charts. The "By Office" chart shows the percentage of offers accepted by NPM/Region. It ranges from **Ex. 5 - Deliberative Process**  
**Ex. 5 - Deliberative Process** The second summary chart "EPA" provides the percentage by Theme. I have also included a tab for each office. We will talk about next steps at noon.

thanks

Printing Instructions: On the Excel Print Screen, chose Landscape Orientation and on the bottom drop down about scaling, Choose the fit on one page option. This will create small print but can be improved by removing the comment column from the print selection.

\*\*\*\*\*

---

**From:** Vizian, Donna  
**Sent:** Friday, May 12, 2017 3:57 PM  
**To:** 2017HQfirstassistants <2017HQfirstassistants@epa.gov>; 2017Regionfirstassistants <2017Regionfirstassistants@epa.gov>  
**Cc:** Hart, Debbi <Hart.Debbi@epa.gov>; Parker, Gary <parker.gary@epa.gov>; Hunt, Loretta <Hunt.Loretta@epa.gov>; Gray, Linda <gray.linda@epa.gov>; Carpenter, Wesley <Carpenter.Wesley@epa.gov>; DAA-Career <DAACareer@epa.gov>; DRA <DRA@epa.gov>; ARA <ARA@epa.gov>  
**Subject:** Workforce Reshaping follow up

Hi Everyone,

Following up on our Wednesday conversation,

## Ex. 5 - Deliberative Process

### Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

I am attaching the table of the revised themes.

Ex. 5 - Deliberative Process

Our next step is to estimate the number of positions in the pool and number of offers we would accept by theme and appropriation. If you have a position that crosses multiple appropriations, please indicate as such by using the "Across Multiple Appropriations" column along with specific details in the "Comments" column. Please remember that this is an **estimate** to be used to show the potential outcome to the policy team. If the decision is to proceed, we will ask you to provide detailed information that will lead to your final number. Please complete the attached spreadsheet **by May 19<sup>th</sup>** and send it to Debbi Hart and me. Remember

Ex. 5 - Deliberative Process

### Ex. 5 - Deliberative Process

If we move to the implementation stage, the next step will be to complete a template for your office and identify positions in the pool. We will resend that information and Debbi will be available to assist your staff with completing the information. OARM would then use this information to develop one business case for the agency. We will also begin working on a communication plan should we get the green light to proceed.

Two other things: I am attaching FAQs for your information and below is information on "safe positions."

OPM's revised VSIP template addresses safe positions (attached, pg. 2, first paragraph):

*The agency's targeted population chart, "... may include additional categories of employees beyond those whose positions are directly targeted for elimination/restructuring (i.e., positions that are not the main focus for reduction/restructuring/elimination, but which are included in the VSIP offering only to the extent that they may provide a placement for an employee whose position will be reduced/restructured/eliminated.)*

The "safe position" option assumes the employees who remain would meet the qualifications for the "safe" positions. "Safe positions" do not have to be restructured if vacated. OPM recognizes that VERA and VSIP are voluntary attrition authorities and that not every employee in a targeted position is able/wants to retire and/or resign. As with other federal workforce restructuring authorities (e.g., RIF), the agency has the ability to reassign employees to minimize the impact of its restructuring efforts.

## Ex. 5 - Deliberative Process

Enjoy the weekend.

Donna



Message

---

**From:** Benoit, Peggy Ann [Benoit.Peggy@epa.gov]  
**Sent:** 5/23/2017 12:49:30 PM  
**To:** Kenyon, Michael [Kenyon.Michael@epa.gov]; Shanahan, Katherine [Shanahan.Katherine@epa.gov]  
**Subject:** R1 V-V Business Case Draft v3 5-23-17 830am.docx  
**Attachments:** R1 V-V Business Case Draft v3 5-23-17 830am.docx

Mike and Kathie,

Thank you for the comments and edits. Mike, you note on the RPMs is correct, and I have changed the reference in the narrative from OSC, to the Remedial Project Manager. The chart denotes the RPM's as both EPS, which are the positions indented for restructure under the Agency's national classification standards. I've accepted all changes, and wanted to float back to you both. Any other comments from the ODs are appreciated if you think it's necessary.

I am populating the HQ template spreadsheet this morning, that will accompany our Business Case narrative, and I will send you a draft once completed.

Thank you!  
Peggy

Message

---

**From:** Kenyon, Michael [Kenyon.Michael@epa.gov]  
**Sent:** 5/23/2017 12:20:07 PM  
**To:** Shanahan, Katherine [Shanahan.Katherine@epa.gov]  
**Subject:** edits  
**Attachments:** R1 V-V Business Case Draft v2 5-23-17 mpk edits.docx

I like the format and structure very much of the business case. I think it reads well and is well organized.

I made some edits, partly with an eye to ensuring that R1 leaders and employees will understand what we are describing.

I think that it would be good to ask Karen to read the language on enforcement and lawyers, and Nancy read the language on RPMs. You may want to print it out and hand them at OD meeting.

I made my edits in tracking.

Thanks, Mike

Message

---

**From:** Benoit, Peggy Ann [Benoit.Peggy@epa.gov]  
**Sent:** 5/22/2017 9:06:50 PM  
**To:** Shanahan, Katherine [Shanahan.Katherine@epa.gov]  
**Subject:** R1 V-V Business Case Draft v2 5-22-17.docx  
**Attachments:** R1 V-V Business Case Draft v2 5-22-17.docx

Here is the word version if emailing makes it easier for review.

Thanks,  
Peggy

Message

---

**From:** Benoit, Peggy Ann [Benoit.Peggy@epa.gov]  
**Sent:** 5/18/2017 10:12:57 PM  
**To:** Shanahan, Katherine [Shanahan.Katherine@epa.gov]  
**CC:** Howlett, Susan L. [Howlett.Susan@epa.gov]  
**Subject:** Region 1 VERA VSIP Themes - 2 options for Consideration (VSIP included, and VSIP NOT included)  
**Attachments:** Draft Office V V Positions 5-18-17 6pmpm.xlsx; R1 VV Major Themes 2 Options for Consideration 5-18-17.xlsx

Hello,

So the numbers are not that much higher, given how narrow some of the office's positions. Also, there was one error on my part. So our Targeted positions without including our VSIP offers only is 112, for 36 opportunities.

I've included the most recent spreadsheet with the office specific detail, along with a new column including the VSIP only numbers should you need to dive in. The second spreadsheet contains two versions of the Region's Theme by Appropriation. Each tab is labeled clearly. Call me if you need to speak. I will be at vet in the morning, but certainly can talk if you need to. Good luck! See you on Monday!

Thanks,  
Peggy

Message

---

**From:** Benoit, Peggy Ann [Benoit.Peggy@epa.gov]  
**Sent:** 5/18/2017 7:11:00 PM  
**To:** Shanahan, Katherine [Shanahan.Katherine@epa.gov]; Howlett, Susan L. [Howlett.Susan@epa.gov]  
**Subject:** All Offices - Draft Office V V Positions 5-18-17 300pm.xlsx  
**Attachments:** Draft Office V V Positions 5-18-17 300pm.xlsx

Hello –

Enclosed is our final numbers, providing OES does not change anything. Two red tabs in the spreadsheet contain the summary table with all the office's submissions, the other Red Tab is our Themes by Appropriation. Right now, we are at [ ] V/V offers, which will extend to [ ] employees. I've included my interpretation of the Themes, and have populated the appropriation chart as a draft. Happy to discuss and walk you through the numbers.

Message

---

**From:** Benoit, Peggy Ann [Benoit.Peggy@epa.gov]  
**Sent:** 5/18/2017 4:45:01 PM  
**To:** Shanahan, Katherine [Shanahan.Katherine@epa.gov]  
**CC:** Howlett, Susan L. [Howlett.Susan@epa.gov]  
**Subject:** Draft Office V V Positions 5-16-17.xlsx  
**Attachments:** Draft Office V V Positions 5-16-17.xlsx

Hello,

Wanted to share with you my methodology with applying the themes, as well as the most recent version of our positions and numbers. Let me know if you have a different interpretation. We can only pick on theme per v/v offer.


| Theme                               | Region 1's Approach to Assigning Themes | # of Postions<br>** does not<br>include OES<br>positions |
|-------------------------------------|---|--|
| <b>Ex. 5 - Deliberative Process</b> |   |  |

Message

---

**From:** Hamjian, Lynne [Hamjian.Lynne@epa.gov]  
**Sent:** 5/17/2017 4:15:58 PM  
**To:** Shanahan, Katherine [Shanahan.Katherine@epa.gov]; Benoit, Peggy Ann [Benoit.Peggy@epa.gov]  
**CC:** Johnson, Arthur [Johnson.Arthur@epa.gov]; Moraff, Kenneth [Moraff.Ken@epa.gov]  
**Subject:** VERA/VSIP Revisions from OEP  
**Attachments:** OEP VERA VSIP Proposal 5-16-17.xlsx

Kathie and Peggie,

I've revised the spreadsheet down to  positions for VERA VSIP. They are now all specific. I've addressed the questions you asked yesterday. Please double check this over and let Art and I know if you have questions.

Thanks.

Lynne

Message

---

**From:** Benoit, Peggy Ann [Benoit.Peggy@epa.gov]  
**Sent:** 5/16/2017 8:28:20 PM  
**To:** Shanahan, Katherine [Shanahan.Katherine@epa.gov]  
**Subject:** Draft Office V V Positions 5-16-17.xlsx  
**Attachments:** Draft Office V V Positions 5-16-17.xlsx

Hello,

Enclosed is the most current version of the positions identified. I've added a column for V/V themes each of the groupings may support. Also added a column for the revised number of V/V offers based on today's OD discussion. Any word from OES?

**Ex. 5 - Deliberative Process**

# Ex. 5 - Deliberative Process

Thoughts?

Message

---

**From:** Kenyon, Michael [Kenyon.Michael@epa.gov]  
**Sent:** 6/30/2017 8:37:38 PM  
**To:** Shanahan, Katherine [Shanahan.Katherine@epa.gov]  
**Subject:** RE: Updated R1 V/V Budget Table  
**Attachments:** R1 V-V Budget Tables updated 6-30-17 .docx

Kathie, the attached table reflects the changes we discussed, requested by HQ, and has highlighted in yellow the rows that we need to figure out.

Message

---

**From:** Benoit, Peggy Ann [Benoit.Peggy@epa.gov]  
**Sent:** 6/29/2017 8:04:49 PM  
**To:** Shanahan, Katherine [Shanahan.Katherine@epa.gov]; Grazick, Jason [Grazick.Jason@epa.gov]  
**Subject:** Updated Region 1 Budget Tables for V/V  
**Attachments:** R1 V-V Budget Tables updated 6-29-17 .docx; Estimated Cost Savings Spreadsheet with rational used 6-29-17 .xlsx

Hello,

Based on what we heard today, I've updated the table. Shannon did a nice job, and her accompanying spreadsheet clearly outlines the logic – I don't think we have much to change.

The only question remaining, that perhaps Judi may have insight on, as she mirrored the same in the 2014 proposal, is... Why did we not indicate for FY19 costs and savings for WCF? This seems to be intentional by Shannon, as she did the same thing on her spreadsheet, so there must be a budget reason behind? I've shaded those columns in green.

I ask that you look at my explanation on hiring in E. Payroll for New Hires – would not want to hinder ourselves from hiring positions externally that have nothing to do with our V/V positions we are restructuring?

Thanks!  
Peggy

Message

---

**From:** Benoit, Peggy Ann [Benoit.Peggy@epa.gov]  
**Sent:** 6/29/2017 2:35:55 PM  
**To:** Shanahan, Katherine [Shanahan.Katherine@epa.gov]; Howlett, Susan L. [Howlett.Susan@epa.gov]  
**Subject:** R1 VERA/VSIP Information and Files  
**Attachments:** R1 V-V Business Case 6-5-17.docx; Region 1 Targeted Positions Template 5-25-17.xlsx; R1 VV Targeted Positions 112 With EMAILs 6-29-17.xlsx; R1 VV OD Talking Pts Offers final.docx

Kathie and Susan,

I want you to have these files in the event the mass mailer goes out while I am on A/L. Happy to discuss any of this before I leave today. Thanks!

Peggy

**Region 1 Targeted Positions Template 5-25-17:** This contains the HQ spreadsheet we populated to support the Agency roll-up for one EPA submission to OPM. (this file you probably won't need)

**R1 V-V Business Case 6-5-17:** Our final proposal submitted to HQ.

**R1 VV Targeted Positions 112 and Emails:** This spreadsheet contains the employees eligible for our 36 targeted offers. You can sort by Targeted Group, should you need too. This spreadsheet also contains a tab with the email addresses for the 112 V/V eligible audience. You can copy and paste the emails directly to a bcc, should we need to send a letter via email.

**R1 VV OD Talking Pts ODs final:** This contains the V/V offers by Division, if that is the preferred way to communicate Region 1's announcement. The Business case has our 36 offers grouped by efficiency theme for Region 1's business case.

**Fringe employees:** (there is no file attached) The following list contains employees who will become eligible for an Early Retirement or Regular Retirement during the period of May 1, 2017 and Sept 2, 2017. I've confirmed our targeted offers for each of the divisions, none of these employees fall within one of the 36 targeted offers. Bill Chin and Ken Sheldon are the closest, though their grade levels were not included in the offer.

|      |
|------|
| OES  |
| OARM |
| OEP  |
| OEME |
| OEP  |
| OARM |
| OES  |

## Ex. 5 - Deliberative Process

Message

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**From:** Weeks, Frederick [Weeks.Fred@epa.gov]  
**Sent:** 6/23/2017 7:54:56 PM  
**To:** McGuire, Karen [Mcguire.Karen@epa.gov]; Barmakian, Nancy [Barmakian.Nancy@epa.gov]; Hamjian, Lynne [Hamjian.Lynne@epa.gov]; Kipp, Katrina [kipp.katrina@epa.gov]; Williamson, Timothy [Williamson.Tim@epa.gov]; Weeks, Frederick [Weeks.Fred@epa.gov]  
**CC:** Kenyon, Michael [Kenyon.Michael@epa.gov]; Shanahan, Katherine [Shanahan.Katherine@epa.gov]  
**Subject:** talking points for VV  
**Attachments:** talking points.docx; ATT00001.htm

Deputies,

Sorry for the delay in getting this out to you. Please do not distribute this document any further. We want employees that have questions about VERA/VSIP to talk to their deputy (or OD) and not first and second line supervisors.

Please let me know if you have any questions.

Thanks,  
Fred

Message

---

**From:** Weeks, Frederick [Weeks.Fred@epa.gov]  
**Sent:** 6/23/2017 7:16:12 PM  
**To:** Shanahan, Katherine [Shanahan.Katherine@epa.gov]  
**Subject:** Fwd: draft talking points - VV  
**Attachments:** talking points.docx; ATT00001.htm

Hi Kathie,

Mike just got back to me. He did not have any comments. I'm hoping you can take a quick peak at this before I send to the deputies. Anything more to add on HR?

Thanks,  
Fred

Sent from my iPhone

Begin forwarded message:

**From:** "Weeks, Frederick" <[Weeks.Fred@epa.gov](mailto:Weeks.Fred@epa.gov)>  
**Date:** June 23, 2017 at 12:37:18 PM EDT  
**To:** Michael Kenyon <[Kenyon.Michael@epa.gov](mailto:Kenyon.Michael@epa.gov)>  
**Subject:** draft talking points - VV

Hi Mike,

Please review the draft talking points and let me know if you have any comments. Do you think I've included too much information?

Thanks,  
Fred

Message

---

**From:** Benoit, Peggy Ann [Benoit.Peggy@epa.gov]  
**Sent:** 5/12/2017 2:58:49 PM  
**To:** Shanahan, Katherine [Shanahan.Katherine@epa.gov]  
**Subject:** Updated - OARM, OEP, ORC Draft Office V V Positions 5-11-17.xlsx  
**Attachments:** Draft Office V V Positions 5-11-17.xlsx

Hello –

Here is the full summary of all positions considered for V/V and rationale. Also – did a spell check, which I had not done on last night's version – oh boy I had some errors. Red cells denote questions or further clarification or missing information. All offices did a really thorough job, and you can see real thought and consideration for both their employees and programs.

Any questions – give me a jingle. I am home making soup and doing chores, so PLEASE call me so I have a good excuse to skip mopping 😊

Thanks!  
Peggy

Message

---

**From:** Benoit, Peggy Ann [Benoit.Peggy@epa.gov]  
**Sent:** 6/21/2017 11:29:41 AM  
**To:** Kenyon, Michael [Kenyon.Michael@epa.gov]; Shanahan, Katherine [Shanahan.Katherine@epa.gov]  
**Subject:** RE: v/v talking points  
**Attachments:** R1 VV Talking Points All Hands - draft 6-21-17 KS MK PB.docx

Thanks, Mike. The edits look great. Only one suggestion – I have deleted the charts at the end listing our V/V positions by overall theme, as I have prepared separate charts for each OD. I've made that change and attached the updated version.

Peggy

---

**From:** Kenyon, Michael  
**Sent:** Tuesday, June 20, 2017 6:58 PM  
**To:** Shanahan, Katherine <Shanahan.Katherine@epa.gov>; Benoit, Peggy Ann <Benoit.Peggy@epa.gov>  
**Subject:** v/v talking points

Here are some additional edits on the draft talking points. Thanks for all your work on this.

Mike

Message

---

**From:** Kenyon, Michael [Kenyon.Michael@epa.gov]  
**Sent:** 6/20/2017 10:58:17 PM  
**To:** Shanahan, Katherine [Shanahan.Katherine@epa.gov]; Benoit, Peggy Ann [Benoit.Peggy@epa.gov]  
**Subject:** v/v talking points  
**Attachments:** R1 VV Talking Points All Hands - draft 6-20-17 KS MK PB.docx

Here are some additional edits on the draft talking points. Thanks for all your work on this.

Mike

Message

---

**From:** Benoit, Peggy Ann [Benoit.Peggy@epa.gov]  
**Sent:** 5/10/2017 2:10:23 PM  
**To:** Shanahan, Katherine [Shanahan.Katherine@epa.gov]  
**Subject:** VV Scenario 5-10-17.docx  
**Attachments:** VV Scenarios 5-10-17.docx

Hello –

Here is one scenario, however in light of Mike's observations on OEME's V/V proposed positions, I've drafted some definitions which may be helpful in framing conversations, as well as our proposal. **Ex. 5 - Deliberative Process**

## **Ex. 5 - Deliberative Process**

Before I continue more scenarios, let me know if you think this is worthwhile, and or if you have a particular direction for a scenario you would like for me to play out.

Thanks!  
Peggy

Message

---

**From:** Kenyon, Michael [Kenyon.Michael@epa.gov]  
**Sent:** 4/21/2017 7:39:30 PM  
**To:** Shanahan, Katherine [Shanahan.Katherine@epa.gov]  
**Subject:** FW: For VERA/VSIP - OLEM NPM Program Efficiencies – Straw Scoping Proposal  
**Attachments:** DRAFT Straw Proposal - OLEM NPM Program Efficiencies - 4-19-2017.docx; ATT00001.htm

Would it be useful to you to have a conference call with R3 in the first week of May?

---

**From:** Esher, Diana  
**Sent:** Friday, April 21, 2017 11:31 AM  
**To:** Kenyon, Michael <Kenyon.Michael@epa.gov>  
**Subject:** For VERA/VSIP - OLEM NPM Program Efficiencies – Straw Scoping Proposal

Hi Mike,

Since you're looking at the state/federal relationship as the potential basis for your VERA/VSIP too, I thought that I'd share this very preliminary draft with you. The Superfund and RCRA program offices are still drafting and commenting so it will change, but it's a good start.

I was surprised during the phone call yesterday at the conservative approach to VERA/VSIP which the majority of regions are taking. Under VERA/VSIP, in Region 3, we don't think that we can reach a 10% reduction even if we try for a more aggressive number. And, I still think that Congress will enact reductions across the board in FY18. I'm fearful of more drastic action, and I really don't want to go through VERA/VSIP twice.

I know that our two HROs are consulting. We have done quite a bit of analysis of positions, but we're waiting to draft our justification until we receive all these paragraphs. Do you think it would be useful for you, me, our deputies, and HROs to have a call during the first week of May?

Have a good weekend!

Diana

---

**From:** Rodrigues, Cecil  
**Sent:** Friday, April 21, 2017 7:52 AM  
**To:** Esher, Diana <Esher.Diana@epa.gov>; Krakowiak, John <Krakowiak.John@epa.gov>; McManus, Catharine <mcm Manus.catharine@epa.gov>  
**Subject:** Fwd: OLEM NPM Program Efficiencies – Straw Scoping Proposal

Sent from my iPhone

Begin forwarded message:

**From:** "Simon, Nigel" <Simon.Nigel@epa.gov>  
**Date:** April 20, 2017 at 7:29:33 PM EDT  
**To:** "Szaro, Deb" <Szaro.Deb@epa.gov>, "Rodrigues, Cecil" <rodrigues.cecil@epa.gov>, "Breen, Barry" <Breen.Barry@epa.gov>  
**Cc:** "Moraff, Kenneth" <Moraff.Ken@epa.gov>, "Olson, Bryan" <Olson.Bryan@epa.gov>, "Norcross, Jeffrey" <Norcross.Jeffrey@epa.gov>, "Armstead, John A." <Armstead.John@epa.gov>, "Melvin, Karen"

<Melvin.Karen@epa.gov>, "Lowe, Jill" <Lowe.Jill@epa.gov>

**Subject: OLEM NPM Program Efficiencies – Straw Scoping Proposal**

Hi Deb/Cecil:

As a follow up to our discussion yesterday, attached is an initial straw proposal for the NPM ongoing workforce reshaping process (VERA/VSIP). As a quick reminder, we are only to focus on current organizational structure and achieving efficiencies and not the proposed Fy-18 Pres Bud. In the attached straw proposal, I tried to capture your thoughts and ideas from our collective brainstorming session as well as I included comments and questions from OSRTI and ORCR. Would you please get back to me before COB tomorrow with any edits or comments on the draft proposal.

Thanks,

Nigel

Message

---

**From:** Shanahan, Katherine [Shanahan.Katherine@epa.gov]  
**Sent:** 6/1/2017 7:01:20 PM  
**To:** Kenyon, Michael [Kenyon.Michael@epa.gov]  
**Subject:** Fwd: Courtesy Notice: VERA/VSIP Mass Mailer  
**Attachments:** Agency???s Workforce Shaping through Voluntary Early Retirement and Separation Incentive Payment Authorities (VERA/VSIP); ATT00001.htm

FYI

Nice they told the union and good labor folks knowl happen to participate in the Labor calls but not all my colleagues do. Thus they have not actually informed the HROs and PMOs

K

Sent from my iPhone

Begin forwarded message:

**From:** "Coomber, Robert" <coomber.robert@epa.gov>  
**Date:** June 1, 2017 at 2:57:14 PM EDT  
**To:** "Vizian, Donna" <Vizian.Donna@epa.gov>, "Sowell, Sarah" <Sowell.Sarah@epa.gov>  
**Cc:** "Hull, George" <Hull.George@epa.gov>, LER Community <LER\_Community@epa.gov>  
**Subject:** FW: Courtesy Notice: VERA/VSIP Mass Mailer

FYI, union notice went out a few minutes ago re VERA/VSIP.

Best,

Bob

Robert D. Coomber  
Senior Labor Attorney  
Labor and Employee Relations Division  
Desk Phone: (202) 564-0955  
Cell Phone: Ex. 6 - Personal Privacy  
[coomber.robert@epa.gov](mailto:coomber.robert@epa.gov)

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**From:** Coomber, Robert  
**Sent:** Thursday, June 1, 2017 2:51 PM  
**To:** O'Grady, John <Ogrady.John@epa.gov>; Morrison, Denise <Morrison.Denise@epa.gov>; Tim Seidman <Tim.Seidman@NTEU.ORG>; McBride, William <McBride.William@epa.gov>; Mills, Lesley <Mills.Lesley@epa.gov>; Pitchford, Ann <Pitchford.Ann@epa.gov>; Sims, Mark <Sims.Mark@epa.gov>; Oliver, Leah <Oliver.Leah@epa.gov>  
**Cc:** Coryell, Mark <coryell.mark@epa.gov>; Corbett, Krysti <Corbett.Krysti@epa.gov>  
**Subject:** Courtesy Notice: VERA/VSIP Mass Mailer

Union Colleagues,

This is a courtesy notice regarding a VERA/VSIP mass mailer that will be sent to all EPA employees this afternoon (see attached). This mass mailer is consistent with the information provided at our discussion on May 24<sup>th</sup>.

Once we have more information, we will provide formal notice on the VERA/VSIP to you folks. Please let us know if you have any questions.

Regards,

Bob

Robert D. Coomber  
Senior Labor Attorney  
Labor and Employee Relations Division  
Desk Phone: (202) 564-0955  
Cell Phone: Ex. 6 - Personal Privacy  
[coomber.robert@epa.gov](mailto:coomber.robert@epa.gov)

Message

---

**From:** Shanahan, Katherine [Shanahan.Katherine@epa.gov]  
**Sent:** 5/23/2017 11:54:23 PM  
**To:** Kenyon, Michael [Kenyon.Michael@epa.gov]  
**Subject:** Fwd: One last check of V/V  
**Attachments:** OEP R1 V-V Business Case Draft v3 5-23-17 830am.docx; ATT00001.htm

Just so you know, I sent this message to Lynne and a similar one to Nancy with the OSRR info.  
Hopefully, all will go well

K

Sent from my iPhone

Begin forwarded message:

**From:** "Shanahan, Katherine" <Shanahan.Katherine@epa.gov>  
**Date:** May 23, 2017 at 7:21:53 PM EDT  
**To:** "Hamjian, Lynne" <Hamjian.Lynne@epa.gov>  
**Cc:** "Benoit, Peggy Ann" <Benoit.Peggy@epa.gov>  
**Subject:** One last check of V/V

Lynne

Attached please find a copy of those portions of the business case that relate to your specific job offerings. We have built our business case around prescribed themes that we were provided by HQ. We are providing a broad narrative to hopefully give us as much flexibility as possible when we see who takes the offers and what kind of reshaping we can do. We constructed a table for each theme that provides summarized information. We also have to provide a detailed template to HQ that lists every job being offered, by series and grades, and the groups who are available to take each offer (Division, Branch, Section, etc) so that is where those specifics will be captured. I know I explained all of this during our meeting so just a small reminder. Please understand that the business cases are totally confidential until they come back approved by OPM. Thus, at this moment, while the general narrative gives you some of the big picture, I have provided on the table only those jobs particular to your division. I ask that you review and are sure we have captured accurately what you explained and provided to us on the spreadsheets that you gave us and please do not share. We really cannot afford to have this floating around.

If you have any comments please get them to Peggy and I early in the day Wednesday (which I know will be hard because of Mr. Wagner's visit). I really think it is ok but did want to give you one last peek before I send it in on Weds.

Kathie

Message

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**From:** Shanahan, Katherine [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=0689C2F973904399996F2229468AA803-SHANAHAN, KATHERINE]  
**Sent:** 5/15/2017 5:42:16 PM  
**To:** Howlett, Susan L. [Howlett.Susan@epa.gov]  
**Subject:** V/V  
**Attachments:** Copy of Draft Office V V Positions 5-11-17 with highlighted questions.xlsx

Wanted you to see what we have so far re: V/V I have a couple of questions in to Arron as he has been involved in a lot of the questions with OPM. We do have a concern with the PDs among the ROMs and OSCs in OSRR Some clearly say they are RPMs or SSCs and others do not. I want to know how RTP is going to look at this when they try to determine who gets the opportunity. This is being run very differently then in the past

Message

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**From:** Shanahan, Katherine [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=0689C2F973904399996F2229468AA803-SHANAHAN, KATHERINE]  
**Sent:** 5/15/2017 5:01:49 PM  
**To:** Hamjian, Lynne [Hamjian.Lynne@epa.gov]  
**Subject:** V/V  
**Attachments:** Copy of Draft Office V V Positions 5-11-17 OEP.xlsx

Hi Lynne

Note the questions in the red shaded blocks. We can talk at your convenience, Also, Peggy put some definitions at the top of the columns to see if that would be helpful to people

Message

---

**From:** Shanahan, Katherine [Shanahan.Katherine@epa.gov]  
**Sent:** 7/5/2017 10:07:03 AM  
**To:** Doucette, Judi [Doucette.Judi@epa.gov]  
**CC:** Dowd, Bill [Dowd.Bill@epa.gov]  
**Subject:** Fwd: Region 1 revised Budget Table (corrected typo)  
**Attachments:** R1 V-V Budget Tables updated 6-30-17 rev 1.docx; ATT00001.htm

Hi Judi

This document is the one I attached to the last message I sent to you at 6:11 Friday nite. That was the final submission . Used the worksheet that Bill copied us on Friday am and followed Janet's instructions . Tried to detail in the Friday message what I did with Mike so had hoped I took out all of the things that she said to and you would be able to understand the document. They were pushing to get this back to OMB Monday but absolutely today . This time line for the V/V is so squeezed!

Thanks

Kathie  
Sent from my iPhone

Begin forwarded message:

**From:** "Shanahan, Katherine" <Shanahan.Katherine@epa.gov>  
**Date:** June 30, 2017 at 5:36:19 PM EDT  
**To:** "Remmers, Janet" <Remmers.Janet@epa.gov>  
**Subject:** **Region 1 revised Budget Table (corrected typo)**

Corrected TYPO

Janet

Please find Region 1's updated budget table. I believe I addressed the corrections you requested. As our acting comptroller is on leave and our budget officer has left for the day, please know that I have sent this to our former Comptroller, Judi Doucette and asked her to look at it and if she feels there are any corrections necessary I will let you know by Monday morning.

Kathie

Message

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**From:** Shanahan, Katherine [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=0689C2F973904399996F2229468AA803-SHANAHAN, KATHERINE]  
**Sent:** 6/30/2017 9:26:59 PM  
**To:** Remmers, Janet [Remmers.Janet@epa.gov]  
**BCC:** Kenyon, Michael [Kenyon.Michael@epa.gov]  
**Subject:** Region 1 revised Budget Table  
**Attachments:** R1 V-V Budget Tables updated 6-30-17 rev 1.docx

Janet

Please find Region 1's updated budget table. I believe I addressed the corrections you requested. As our acting comptroller is on leave and our budget officer has left for the day, please know that I have sent this to our former Comptroller, Judi Doucette and asked her to look at it and if she feels there are any corrections necessary I will let you know by Monday morning.

Kathie

Message

---

**From:** Shanahan, Katherine [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=0689C2F973904399996F2229468AA803-SHANAHAN, KATHERINE]  
**Sent:** 6/30/2017 6:42:42 PM  
**To:** Kenyon, Michael [Kenyon.Michael@epa.gov]  
**Subject:** FW: V/V Budget Tables update information  
**Attachments:** v and v budget information tables v3.docx; R1 V-V Budget Tables updated 6-30-17 .docx

Attached is Janet Remmer's table doc from this am(OCFO) and then the R1 updated submission I intend to send. Bill Dowd recalculated our original submission to use the enacted budget and also removed COLA calculation per OMB guidance to OCFO.

I am walking away from this for 10 minutes and then I will come back and send it to HQ

Let me know if you have any heartburn (not that I have a clue to how to resolve it if you do)

Message

---

**From:** Shanahan, Katherine [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=0689C2F973904399996F2229468AA803-SHANAHAN, KATHERINE]  
**Sent:** 6/30/2017 6:29:20 PM  
**To:** Grazick, Jason [Grazick.Jason@epa.gov]  
**Subject:** FW: V/V Budget Tables update information  
**Attachments:** v and v budget information tables v3.docx; R1 V-V Budget Tables updated 6-30-17 .docx

Bill Dowd changed the salary calc to use enacted budget for 17. He checked with Janet. As a note, I do not think we had that when Shannon did her sheet. I sure hope this is right. I miss Judi

---


**From:** Shanahan, Katherine  
**Sent:** Friday, June 30, 2017 2:26 PM  
**To:** Dowd, Bill <Dowd.Bill@epa.gov>; Doucette, Judi <Doucette.Judi@epa.gov>  
**Subject:** FW: V/V Budget Tables update information

Attached is Janet's table doc from this am and then the R1 updated submission I intend to send. Even though Janet's note says that OMB said make it simple and do not include COLA, I note we do have COLA identified in our footnote and am going to leave it in unless you tell me Bill that you took it out when you recalculated. I have spoken to 3 other regions and they are leaving their COLA in

Message

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**From:** Shanahan, Katherine [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=0689C2F973904399996F2229468AA803-SHANAHAN, KATHERINE]  
**Sent:** 6/29/2017 8:00:49 PM  
**To:** Doucette, Judi [Doucette.Judi@epa.gov]; Dowd, Bill [Dowd.Bill@epa.gov]  
**BCC:** Grazick, Jason [Grazick.Jason@epa.gov]; Benoit, Peggy Ann [Benoit.Peggy@epa.gov]  
**Subject:** VERA VSIP Budget Pages  
**Attachments:** VV Tables.docx; Office of Water VERA and VSIP Justification with Budget Final 05-24-17.docx; R1 V-V Checklist Budget Info .docx; Copy of Draft V V Positions for Estimated Cost Savings 5-18-17 v3 3pm cost included.xlsx

I attached our submission, Shannon's worksheet, the Region 10 sheet they referenced, and the one that the Office of Water shared with all of the footnotes. On ours, on Table B , we will have to change our numbers to 

As soon as I have anything else, I will send

We have a good understanding of what Shannon did so unless they send us something much different from what they said on the call, I think we are in decent shape

Thanks

Kathie

Message

---

**From:** Brooks, Becky [Brooks.Becky@epa.gov]  
**Sent:** 7/19/2017 5:52:17 PM  
**To:** Breen, Barry [Breen.Barry@epa.gov]  
**CC:** Simon, Nigel [Simon.Nigel@epa.gov]; Smith, Susan [Smith.Susan@epa.gov]  
**Subject:** FW: EPA Workforce Reshaping Information  
**Attachments:** Targeted Positions Template .xlsx; vera\_guide.pdf; VERA-VSIP Overview Presentation April2017.pptx; vsip\_guide.pdf; VV ExampleThemeJustificationsApril2017.docx; V-V Business Case Checklist April2017final.docx; Guiding Questions WFP revApril2017.docx

**Importance:** High

Barry – Per your request, below my email is the initial email we received from OARM, along w/several attachments. Directly below is an excerpt from the V/V Business Case Checklist (one of the attachments), which offices were instructed to use in developing their 2-page business case.

The Guiding Questions document that I handed you is also one of the attachments that OARM provided for suggestions for workforce reshaping drivers, skill set needs and other items for offices to consider as the business case was being developed. If you need anything else, please let me know.

Business Case

A brief, two-page summary that describes the circumstances leading to the request (e.g. efficiency/restructuring/reshaping,). Your business case must include a detailed summary of the program/region personnel and/or budgetary situation that will result in an excess of personnel due to workforce restructuring or reshaping. Review “Guiding Questions for Workforce Planning” for suggestions; example themes and justifications from past VERA/VSIP efforts are included in a separate file.

*Becky Brooks  
Special Assistant  
Office of Land and Emergency Management  
U.S. Environmental Protection Agency  
ph. 202-566-2762*

---

**From:** Vizian, Donna  
**Sent:** Monday, April 17, 2017 5:01 PM  
**To:** 2017HQfirstassistants <2017HQfirstassistants@epa.gov>; 2017Regionfirstassistants <2017Regionfirstassistants@epa.gov>  
**Cc:** DAA-Career <DAACareer@epa.gov>; DRA <DRA@epa.gov>; ARA <ARA@epa.gov>; Gray, Linda <gray.linda@epa.gov>; Hart, Debbi <Hart.Debbi@epa.gov>  
**Subject:** EPA Workforce Reshaping Information  
**Importance:** High

Hi Everyone,

Following up on Mike’s message, attached is the material to guide you through your workforce reshaping submission which should focus on your current organizational structure and achieving efficiencies. As we agreed, the first step will be for each NPM to work with the lead region to draft a proposal for their programs where appropriate. The submission should be no more than one page and sent to Debbi Hart with a copy to me by May 5<sup>th</sup>. OARM will compile this information and schedule a meeting for us to discuss. This does not prohibit a reshaping that is specific to your office.

The attached VERA/VSIP materials is intended to guide your submission of a brief, office-specific business case and a spreadsheet of your targeted positions. Remember that this time around we are looking to compiling all office-specific information into one agency-level business case. Specifically you must review the **VERA/VSIP Checklist** and follow the

instructions there to complete your office's 2-page business case. You must also populate the **Targeted Positions Template** Excel file for your office (this spreadsheet is pre-populated with VERA/VSIP eligibility data for your office). The other attached files provide you with VERA/VSIP background information and guidance as you prepare your submittals (see listing and explanation below).

**Your office submittals will be compiled into one, agency-level VERA/VSIP proposal** that will ultimately be submitted to OPM and OMB for review and approval. Your program or regional office must provide the following documentation to Debbi Hart, director, Policy, Planning and Training Divisions, **no later than May 24, 2017**.

1. Two-page summary of your business case (following the detailed instructions in the VERA/VSIP Business Case Checklist attached)
2. Completed Targeted Positions Template for your office (Excel file attached)
3. Current and proposed post VERA/VSIP organization chart for your office

Should you have questions, please contact me at (202) 564-4600 or Linda Gray, director, Office of Human Resources, at (202) 564-4606. Please have your staff contact Debbi Hart or Loretta Hunt.

Best,  
Donna

#### List of Attachments

1. V-V Business Case Checklist – Follow checklist to complete your two-page business case.
2. Targeted Positions Template – Pre-populated with your office's V/V eligibility numbers; complete for your office Targeted Positions (columns F-S).
3. VERA/VSIP Overview PowerPoint – review for a quick refresh on V/V authorities and a description of this year's submittal process.
4. Guiding Questions – suggestions for workforce reshaping drivers, skill set needs and other items to consider as you develop your business case.
5. Example Theme and Justifications – an example theme focused on reducing the number of nonsupervisory, high-graded (i.e., GS 13, 14 and 15) positions and a listing of past V/V justifications.
6. VERA and VSIP Guides from OPM – provide additional details on the two authorities.

Message

---

**From:** Datcher, Dawn [Datcher.Dawn@epa.gov]  
**Sent:** 6/22/2017 4:28:19 PM  
**To:** Smith, Susan [Smith.Susan@epa.gov]  
**Subject:** FW: Voluntary Separation Incentive Payment (VSIP) and Voluntary Early Retirement Authority (VERA) Opportunities  
**Attachments:** OW VERA-VSIP Rd2 Announcement Final 10-28-14.docx

Ok found what was sent when I was in OW.. I assume this is similar to what we would have to send out..

Dawn Datcher  
Office of Land and Emergency Management  
U.S. Environmental Protection Agency  
Phone: (202) 564-9911

---

**From:** Kopocis, Ken  
**Sent:** Tuesday, October 28, 2014 5:03 PM  
**To:** OW-ALL-FEDS  
**Cc:** Engebretson, Lizabeth J.; Jimenez, Elaine  
**Subject:** Voluntary Separation Incentive Payment (VSIP) and Voluntary Early Retirement Authority (VERA) Opportunities

Please carefully read the attached memo and information on the VERA VSIP opportunity being offered to OW employees.

Ken Kopocis  
Office of Water  
U.S. EPA  
(202) 564-5700

Message

---

**From:** Stalcup, Dana [Stalcup.Dana@epa.gov]  
**Sent:** 6/2/2017 1:32:39 PM  
**To:** Smith, Susan [Smith.Susan@epa.gov]  
**CC:** Woolford, James [Woolford.James@epa.gov]; Danforth, Loren [Danforth.Loren@epa.gov]; Simon, Nigel [Simon.Nigel@epa.gov]  
**Subject:** RE: VERA/VSIP Follow-up Questions  
**Attachments:** OSRTI Copy of VERA VSIP June 1 17.xlsx

Susan, attached is OSRTI's final table. Please let us know if you have any questions. Thanks - Dana

Dana Stalcup  
Deputy Director  
OLEM/Office of Superfund Remediation and Technology Innovation (OSRTI)  
Desk – 703-603-8702  
Cell – 202-309-5473  
Follow us on Twitter @EPALand

---

**From:** Smith, Susan  
**Sent:** Thursday, June 01, 2017 12:58 PM  
**To:** Woolford, James <Woolford.James@epa.gov>; Stalcup, Dana <Stalcup.Dana@epa.gov>; Cheatham, Reggie <cheatham.reggie@epa.gov>; Clark, Becki <Clark.Beki@epa.gov>; Bertrand, Charlotte <Bertrand.Charlotte@epa.gov>; Gervais, Gregory <Gervais.Gregory@epa.gov>; Hoskinson, Carolyn <Hoskinson.Carolyn@epa.gov>; Barolo, Mark <Barolo.Mark@epa.gov>; Johnson, Barnes <Johnson.Barnes@epa.gov>; Salyer, Kathleen <Salyer.Kathleen@epa.gov>; Simon, Nigel <Simon.Nigel@epa.gov>; Lloyd, David <Lloyd.DavidR@epa.gov>; Morey, Debra <Morey.Debi@epa.gov>; Lowery, Brigid <Lowery.Brigid@epa.gov>; Benjamin, Kent <Benjamin.Kent@epa.gov>  
**Cc:** Danforth, Loren <Danforth.Loren@epa.gov>; Roache, Brendan <Roache.Brendan@epa.gov>; Huff, Mark J <huff.markj@epa.gov>; Beasley, Lynn <Beasley.Lynn@epa.gov>; Datcher, Dawn <Datcher.Dawn@epa.gov>; Breen, Barry <Breen.Barry@epa.gov>; Hilosky, Nick <Hilosky.Nick@epa.gov>; Brooks, Becky <Brooks.Becky@epa.gov>  
**Subject:** VERA/VSIP Follow-up Questions

Good afternoon!

Wanted thank you all for your work on our office-wide request for VERA/VSIP authority. OARM is currently reviewing our request. As a result, we just got a follow-up email asking us to revise the 'major themes' spreadsheet OLEM submitted to OARM on 5/19 to match the final OLEM request for targeted positions and max offers we submitted last week.

Please provide me with your final numbers by appropriation based on the targeted positions and max offers you submitted last week. For those of you who only listed one theme and appropriation type, no changes are needed if that is still the case. I need this by **NOON** tomorrow. If you need a copy of the sheet you originally provided, let me know. Thanks!!!!

*Susan*

Susan Smith, Director  
Organizational Management and Integrity Staff  
Office of Land and Emergency Management/U.S. EPA  
1301 Constitution Ave., NW, Washington, DC 20460  
4139 WJC West/MC: 5101T

202-564-6656 (office)

Ex. 6 - Personal Privacy (cell)

202-566-6324 (fax)

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Message

---

**From:** Danforth, Loren [Danforth.Loren@epa.gov]  
**Sent:** 6/1/2017 7:02:06 PM  
**To:** Smith, Susan [Smith.Susan@epa.gov]  
**Subject:** RE: VERA/VSIP Follow-up Questions  
**Attachments:** Copy of OSRTI V-V as of 6 1 17 Copy of OLEM Targeted Positions Template - OSRTI.xlsx

Hello!

I revised the OSRTI numbers and sent the report to Jim for approval. While looking at our previous report reflecting information by series and grade, I noticed I included the **Ex. 5** position under the wrong series. I've revised the report to reflect the **Ex. 5** position under **Ex. 5** (see attachment).

I'll get the other report to you as soon as Jim/Dana respond.

Thank you!

*Loren Danforth, Chief  
Human Resources Branch  
OLEM/OSRTI/RMD  
703-603-9091 (office)  
Ex. 6 - Personal Privacy (cell)*

---

**From:** Smith, Susan  
**Sent:** Thursday, June 01, 2017 12:58 PM  
**To:** Woolford, James <Woolford.James@epa.gov>; Stalcup, Dana <Stalcup.Dana@epa.gov>; Cheatham, Reggie <cheatham.reggie@epa.gov>; Clark, Becki <Clark.Beki@epa.gov>; Bertrand, Charlotte <Bertrand.Charlotte@epa.gov>; Gervais, Gregory <Gervais.Gregory@epa.gov>; Hoskinson, Carolyn <Hoskinson.Carolyn@epa.gov>; Barolo, Mark <Barolo.Mark@epa.gov>; Johnson, Barnes <Johnson.Barnes@epa.gov>; Salyer, Kathleen <Salyer.Kathleen@epa.gov>; Simon, Nigel <Simon.Nigel@epa.gov>; Lloyd, David <Lloyd.DavidR@epa.gov>; Morey, Debra <Morey.Debi@epa.gov>; Lowery, Brigid <Lowery.Brigid@epa.gov>; Benjamin, Kent <Benjamin.Kent@epa.gov>  
**Cc:** Danforth, Loren <Danforth.Loren@epa.gov>; Roache, Brendan <Roache.Brendan@epa.gov>; Huff, Mark J <huff.markj@epa.gov>; Beasley, Lynn <Beasley.Lynn@epa.gov>; Datcher, Dawn <Datcher.Dawn@epa.gov>; Breen, Barry <Breen.Barry@epa.gov>; Hilosky, Nick <Hilosky.Nick@epa.gov>; Brooks, Becky <Brooks.Beky@epa.gov>  
**Subject:** VERA/VSIP Follow-up Questions

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*Susan*

Susan Smith, Director  
Organizational Management and Integrity Staff

Office of Land and Emergency Management/U.S. EPA  
1301 Constitution Ave., NW, Washington, DC 20460  
4139 WJC West/MC: 5101T

202-564-6656 (office)

Ex. 6 - Personal Privacy (cell)

202-566-6324 (fax)

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Message

---

**From:** Barolo, Mark [Barolo.Mark@epa.gov]  
**Sent:** 6/1/2017 6:23:14 PM  
**To:** Smith, Susan [Smith.Susan@epa.gov]  
**CC:** Hoskinson, Carolyn [Hoskinson.Carolyn@epa.gov]; Worley, Ray [Worley.ray@epa.gov]  
**Subject:** RE: VERA/VSIP Follow-up Questions  
**Attachments:** OUST VERA VSIP Major Themes 6-1-17.xlsx

Hi Susan,

Here is the updated table reflecting the revised number of offers for OUST. Let me know if you have any questions.

Mark

---

**From:** Smith, Susan  
**Sent:** Thursday, June 01, 2017 12:58 PM  
**To:** Woolford, James <Woolford.James@epa.gov>; Stalcup, Dana <Stalcup.Dana@epa.gov>; Cheatham, Reggie <cheatham.reggie@epa.gov>; Clark, Becki <Clark.Beki@epa.gov>; Bertrand, Charlotte <Bertrand.Charlotte@epa.gov>; Gervais, Gregory <Gervais.Gregory@epa.gov>; Hoskinson, Carolyn <Hoskinson.Carolyn@epa.gov>; Barolo, Mark <Barolo.Mark@epa.gov>; Johnson, Barnes <Johnson.Barnes@epa.gov>; Salyer, Kathleen <Salyer.Kathleen@epa.gov>; Simon, Nigel <Simon.Nigel@epa.gov>; Lloyd, David <Lloyd.DavidR@epa.gov>; Morey, Debra <Morey.Debi@epa.gov>; Lowery, Brigid <Lowery.Brigid@epa.gov>; Benjamin, Kent <Benjamin.Kent@epa.gov>  
**Cc:** Danforth, Loren <Danforth.Loren@epa.gov>; Roache, Brendan <Roache.Brendan@epa.gov>; Huff, Mark J <huff.markj@epa.gov>; Beasley, Lynn <Beasley.Lynn@epa.gov>; Datcher, Dawn <Datcher.Dawn@epa.gov>; Breen, Barry <Breen.Barry@epa.gov>; Hilosky, Nick <Hilosky.Nick@epa.gov>; Brooks, Becky <Brooks.Becky@epa.gov>  
**Subject:** VERA/VSIP Follow-up Questions

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*Susan*

Susan Smith, Director  
Organizational Management and Integrity Staff  
Office of Land and Emergency Management/U.S. EPA  
1301 Constitution Ave., NW, Washington, DC 20460  
4139 WJC West/MC: 5101T

202-564-6656 (office)  
Ex. 6 - Personal Privacy (cell)  
202-566-6324 (fax)

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Message

---

**From:** Huff, Mark J [huff.markj@epa.gov]  
**Sent:** 6/1/2017 5:24:35 PM  
**To:** Smith, Susan [Smith.Susan@epa.gov]  
**CC:** Salyer, Kathleen [Salyer.Kathleen@epa.gov]  
**Subject:** RE: VERA/VSIP Follow-up Questions  
**Attachments:** VERA VSIP Major Themes ORCR 6-1-17.xlsx

Here's ORCR's – I update so all our offers now are consistent with our detailed submission template. Let me know if you need anything else.

Thanks

---

**From:** Smith, Susan  
**Sent:** Thursday, June 01, 2017 12:58 PM  
**To:** Woolford, James <Woolford.James@epa.gov>; Stalcup, Dana <Stalcup.Dana@epa.gov>; Cheatham, Reggie <cheatham.reggie@epa.gov>; Clark, Becki <Clark.Beki@epa.gov>; Bertrand, Charlotte <Bertrand.Charlotte@epa.gov>; Gervais, Gregory <Gervais.Gregory@epa.gov>; Hoskinson, Carolyn <Hoskinson.Carolyn@epa.gov>; Barolo, Mark <Barolo.Mark@epa.gov>; Johnson, Barnes <Johnson.Barnes@epa.gov>; Salyer, Kathleen <Salyer.Kathleen@epa.gov>; Simon, Nigel <Simon.Nigel@epa.gov>; Lloyd, David <Lloyd.DavidR@epa.gov>; Morey, Debra <Morey.Debi@epa.gov>; Lowery, Brigid <Lowery.Brigid@epa.gov>; Benjamin, Kent <Benjamin.Kent@epa.gov>  
**Cc:** Danforth, Loren <Danforth.Loren@epa.gov>; Roache, Brendan <Roache.Brendan@epa.gov>; Huff, Mark J <huff.markj@epa.gov>; Beasley, Lynn <Beasley.Lynn@epa.gov>; Datcher, Dawn <Datcher.Dawn@epa.gov>; Breen, Barry <Breen.Barry@epa.gov>; Hilosky, Nick <Hilosky.Nick@epa.gov>; Brooks, Becky <Brooks.Becky@epa.gov>  
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*Susan*

Susan Smith, Director  
Organizational Management and Integrity Staff  
Office of Land and Emergency Management/U.S. EPA  
1301 Constitution Ave., NW, Washington, DC 20460  
4139 WJC West/MC: 5101T

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202-566-6324 (fax)

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Message

---

**From:** Nicholas, David [Nicholas.David@epa.gov]  
**Sent:** 5/5/2017 7:40:01 PM  
**To:** Smith, Susan [Smith.Susan@epa.gov]  
**CC:** Simon, Nigel [Simon.Nigel@epa.gov]  
**Subject:** corrected Final - OLEM NPM Program Efficiencies Straw Proposal.  
**Attachments:** OLEM NPM Straw Proposal on Program Eff V5 5 5 17 km.docx

None of the typos were substantive and some could go either way. This version integrates all of them in case you want to have a cleaned version. I left the "draft" watermark on.

David S. Nicholas  
Senior Advisor for eEnterprise  
Office of Program Management  
US EPA Office of Land and Emergency Management  
4417 EPA West Mc 5103t 202.566.1927 [nicholas.david@epa.gov](mailto:nicholas.david@epa.gov)

---

**From:** Moraff, Kenneth  
**Sent:** Friday, May 05, 2017 3:29 PM  
**To:** Smith, Susan <Smith.Susan@epa.gov>  
**Cc:** Szaro, Deb <Szaro.Deb@epa.gov>; Simon, Nigel <Simon.Nigel@epa.gov>; Nicholas, David <Nicholas.David@epa.gov>; Rodrigues, Cecil <rodrigues.cecil@epa.gov>  
**Subject:** RE: DRAFT Final - OLEM NPM Program Efficiencies Straw Proposal.

Hi Susan –

Responding on Deb's behalf – looks OK but has some typos – corrected in "track changes" in the attached file. Thanks.

Ken

---

**From:** Smith, Susan  
**Sent:** Friday, May 05, 2017 11:20 AM  
**To:** Rodrigues, Cecil <rodrigues.cecil@epa.gov>; Szaro, Deb <Szaro.Deb@epa.gov>  
**Cc:** Simon, Nigel <Simon.Nigel@epa.gov>; Nicholas, David <Nicholas.David@epa.gov>  
**Subject:** RE: DRAFT Final - OLEM NPM Program Efficiencies Straw Proposal.  
**Importance:** High

Dear Deb/Cecil –

Attached is a final draft incorporating R1's comments and comments from Barry. Since Nigel is out today, please let me and David Nicholas know if you're okay with this final draft so we can send to OARM. Thanks!!

*Susan*

Susan Smith, Director  
Organizational Management and Integrity Staff  
Office of Land and Emergency Management/U.S. EPA  
1301 Constitution Ave., NW, Washington, DC 20460

4139 WJC West/MC: 5101T

202-564-6656 (office)

Ex. 6 - Personal Privacy (cell)

202-566-6324 (fax)

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---

**From:** Simon, Nigel

**Sent:** Thursday, May 4, 2017 3:27 PM

**To:** Breen, Barry <Breen.Barry@epa.gov>; Szaro, Deb <Szaro.Deb@epa.gov>; Rodrigues, Cecil <rodrigues.cecil@epa.gov>

**Cc:** Moraff, Kenneth <Moraff.Ken@epa.gov>; Armstead, John A. <Armstead.John@epa.gov>; Kenyon, Michael <Kenyon.Michael@epa.gov>; Esher, Diana <Esher.Diana@epa.gov>; Melvin, Karen <Melvin.Karen@epa.gov>; Olson, Bryan <Olson.Bryan@epa.gov>; Norcross, Jeffrey <Norcross.Jeffrey@epa.gov>; Lowe, Jill <Lowe.Jill@epa.gov>; Nicholas, David <Nicholas.David@epa.gov>; Smith, Susan <Smith.Susan@epa.gov>

**Subject:** DRAFT Final - OLEM NPM Program Efficiencies Straw Proposal.

Barry/Deb/Cecil:

Attached for your review is the draft final OLEM NPM Program Efficiencies Straw Proposal which is due to OARM by COB tomorrow *{Note: the track changes feature is on.}*. Both the SF and RCRA communities have reviewed and provided excellent feedback and edits to the initial straw. Thanks to both lead regions for your sharp analysis and hard work in spearheading these coordination efforts. Our NPM proposal is also broad and general enough for the regions to use in their respective V/V proposals. I am scheduled to be on leave tomorrow but reachable via mobile device if you have comments or questions.

Thanks,

Nigel

---

Nigel Simon  
Acting Principal Deputy Assistant Administrator  
Office of Land and Emergency Management  
U.S. Environmental Protection Agency  
1200 Pennsylvania Avenue, NW  
Mail Code 5103T  
Washington, DC 20460  
Phone: 202-564-6629

Message

---

**From:** Moraff, Kenneth [Moraff.Ken@epa.gov]  
**Sent:** 5/5/2017 7:28:53 PM  
**To:** Smith, Susan [Smith.Susan@epa.gov]  
**CC:** Szaro, Deb [Szaro.Deb@epa.gov]; Simon, Nigel [Simon.Nigel@epa.gov]; Nicholas, David [Nicholas.David@epa.gov]; Rodrigues, Cecil [rodrigues.cecil@epa.gov]  
**Subject:** RE: DRAFT Final - OLEM NPM Program Efficiencies Straw Proposal.  
**Attachments:** OLEM NPM Straw Proposal on Program Eff V4 5 5 17 km.docx

Hi Susan –

Responding on Deb's behalf – looks OK but has some typos – corrected in “track changes” in the attached file. Thanks.

Ken

---

**From:** Smith, Susan  
**Sent:** Friday, May 05, 2017 11:20 AM  
**To:** Rodrigues, Cecil <rodrigues.cecil@epa.gov>; Szaro, Deb <Szaro.Deb@epa.gov>  
**Cc:** Simon, Nigel <Simon.Nigel@epa.gov>; Nicholas, David <Nicholas.David@epa.gov>  
**Subject:** RE: DRAFT Final - OLEM NPM Program Efficiencies Straw Proposal.  
**Importance:** High

Dear Deb/Cecil –

Attached is a final draft incorporating R1's comments and comments from Barry. Since Nigel is out today, please let me and David Nicholas know if you're okay with this final draft so we can send to OARM. Thanks!!

*Susan*

Susan Smith, Director  
Organizational Management and Integrity Staff  
Office of Land and Emergency Management/U.S. EPA  
1301 Constitution Ave., NW, Washington, DC 20460  
4139 WJC West/MC: 5101T

202-564-6656 (office)

Ex. 6 - Personal Privacy (cell)

202-566-6324 (fax)

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**From:** Simon, Nigel  
**Sent:** Thursday, May 4, 2017 3:27 PM  
**To:** Breen, Barry <Breen.Barry@epa.gov>; Szaro, Deb <Szaro.Deb@epa.gov>; Rodrigues, Cecil <rodrigues.cecil@epa.gov>  
**Cc:** Moraff, Kenneth <Moraff.Ken@epa.gov>; Armstead, John A. <Armstead.John@epa.gov>; Kenyon, Michael <Kenyon.Michael@epa.gov>; Esher, Diana <Esher.Diana@epa.gov>; Melvin, Karen <Melvin.Karen@epa.gov>; Olson, Bryan <Olson.Bryan@epa.gov>; Norcross, Jeffrey <Norcross.Jeffrey@epa.gov>; Lowe, Jill <Lowe.Jill@epa.gov>; Nicholas, David <Nicholas.David@epa.gov>; Smith, Susan <Smith.Susan@epa.gov>  
**Subject:** DRAFT Final - OLEM NPM Program Efficiencies Straw Proposal.

Barry/Deb/Cecil:

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Thanks,

Nigel

---

Nigel Simon  
Acting Principal Deputy Assistant Administrator  
Office of Land and Emergency Management  
U.S. Environmental Protection Agency  
1200 Pennsylvania Avenue, NW  
Mail Code 5103T  
Washington, DC 20460  
Phone: 202-564-6629

Message

---

**From:** Simon, Nigel [Simon.Nigel@epa.gov]  
**Sent:** 5/4/2017 9:44:14 PM  
**To:** Smith, Susan [Smith.Susan@epa.gov]  
**CC:** Nicholas, David [Nicholas.David@epa.gov]  
**Subject:** RE: DRAFT Final - OLEM NPM Program Efficiencies Straw Proposal.  
**Attachments:** OLEM NPM Straw Proposal on Program Eff\_Ver 3\_ dated May 4 2017.docx

Thanks Susan. R1 came in with some minor edits right before I sent the draft final. Dave was able to incorporate those edits in this version 3 of the draft final. I'm out of the office tomorrow so I asked Dave to coordinate any additional comments into version 3. If there are none and with Barry's blessing, either you or I can send the final version to Donna Vizian, John Showman, Linda Gray, and Debbie Hart.

Thanks,

Nigel

---

**From:** Smith, Susan  
**Sent:** Thursday, May 04, 2017 4:50 PM  
**To:** Simon, Nigel <Simon.Nigel@epa.gov>  
**Subject:** Re: DRAFT Final - OLEM NPM Program Efficiencies Straw Proposal.

Looks great!!!

**Susan C. Smith**

---

**From:** Simon, Nigel  
**Sent:** Thursday, May 4, 2017 3:27 PM  
**To:** Breen, Barry; Szaro, Deb; Rodrigues, Cecil  
**Cc:** Moraff, Kenneth; Armstead, John A.; Kenyon, Michael; Esher, Diana; Melvin, Karen; Olson, Bryan; Norcross, Jeffrey; Lowe, Jill; Nicholas, David; Smith, Susan  
**Subject:** DRAFT Final - OLEM NPM Program Efficiencies Straw Proposal.

Barry/Deb/Cecil:

Attached for your review is the draft final OLEM NPM Program Efficiencies Straw Proposal which is due to OARM by COB tomorrow *{Note: the track changes feature is on.}*. Both the SF and RCRA communities have reviewed and provided excellent feedback and edits to the initial straw. Thanks to both lead regions for your sharp analysis and hard work in spearheading these coordination efforts. Our NPM proposal is also broad and general enough for the regions to use in their respective V/V proposals. I am scheduled to be on leave tomorrow but reachable via mobile device if you have comments or questions.

Thanks,

Nigel

---

Nigel Simon  
Acting Principal Deputy Assistant Administrator  
Office of Land and Emergency Management

U.S. Environmental Protection Agency  
1200 Pennsylvania Avenue, NW  
Mail Code 5103T  
Washington, DC 20460  
Phone: 202-564-6629

Message

---

**From:** Simon, Nigel [Simon.Nigel@epa.gov]  
**Sent:** 4/28/2017 10:13:15 PM  
**To:** Woolford, James [Woolford.James@epa.gov]; Stalcup, Dana [Stalcup.Dana@epa.gov]; Johnson, Barnes [Johnson.Barnes@epa.gov]; Salyer, Kathleen [Salyer.Kathleen@epa.gov]; Hoskinson, Carolyn [Hoskinson.Carolyn@epa.gov]; Barolo, Mark [Barolo.Mark@epa.gov]; Lloyd, David [Lloyd.DavidR@epa.gov]; Morey, Debra [Morey.Debi@epa.gov]; Cheatham, Reggie [cheatham.reggie@epa.gov]; Clark, Becki [Clark.Beki@epa.gov]; Bertrand, Charlotte [Bertrand.Charlotte@epa.gov]; Gervais, Gregory [Gervais.Gregory@epa.gov]; Lowery, Brigid [Lowery.Brigid@epa.gov]; Benjamin, Kent [Benjamin.Kent@epa.gov]; Schmitt, Stephen [Schmitt.Stephen@epa.gov]; Wilbur, Jennifer [Wilbur.Jennifer@epa.gov]; Hostage, Barbara [Hostage.Barbara@epa.gov]; Jennings, Robert [Jennings.Robert@epa.gov]; Huff, Mark J [huff.markj@epa.gov]; Roache, Brendan [Roache.Brendan@epa.gov]; Barr, Pamela [Barr.Pamela@epa.gov]  
**CC:** Breen, Barry [Breen.Barry@epa.gov]; Smith, Susan [Smith.Susan@epa.gov]  
**Subject:** Sensitive: OLEM Initial Straw Proposal on Efficiencies and Initial V/V Numbers  
**Attachments:** Blank Template - OLEM VERA\_VSIP Targeted Positions.docx; VV ExampleThemeJustificationsApril2017.docx; OECA VERA VSIP2.docx; Straw Proposal on Proposed Efficiencies\_draft\_042817.docx

- Please do not share or distribute -

ODs/Deputies:

Happy Friday! With the upcoming SF DDs meeting next week, we may not have an opportunity to meet in person so I just wanted to give you a quick update and next steps on the OLEM V/V process. First, thank you for your initial raw numbers of V/V offers (**Tentative Not Final**). Please review the chart below and let me know if I captured what you are initially proposing for your respective office. Note, this initial estimate is not going beyond our OLEM leadership team so you will have time to adjust accordingly as the process continues. Again, this is subject to change pending final approval.

Barry, Susan, and I met yesterday and agreed that OLEM's V/V submission will not include any language associated with the elimination of positions. We want to have the option to rehire where applicable if we go below our FTE ceiling so the OLEM package will state that OLEM plans to reshape, streamline, reduce and rebalance the current grade structure. Please keep in mind that we do not have the final authority on this so either OA, OARM, OMB, or OPM may overrule our decision. As we discussed, attached is some of the language with going broad across job series and grades as well as centralizing efficiencies (centers of expertise). I also attached examples of V/V language, straw proposals on efficiencies we've received so far, and OECA's draft proposal as a FYI.

Our V/V submission is due to OARM by Wednesday, May 24<sup>th</sup> so by COB Friday, May 19<sup>th</sup>, we will need the following information from you: using the attached template and employee demographic data (*retirement and early retirement eligible*) that Susan provided last week, please complete the chart where your offers are to be targeted from within each job series, grade, and location. Susan will be available to assist if needed.

Lastly, OARM also received updated language from OPM regarding safe positions which gives us greater flexibility in establishing a pool of eligible positions. "Safe" positions - positions that are not the main focus for reduction/restructuring/elimination, but which are included in the VSIP offering only to the extent that they may provide placement for an employee whose position will be reduced/restructured/eliminated. If you decide to go broad, this may help in your discussions about which positions to target for VSIP offers.

Have a good weekend,

Nigel

| Office | Current Onboards<br>(FY-17)             | Phase III V/V Offers | Percentage |
|--------|---|----------------------|------------|
| IO     | <div>Ex. 5 - Deliberative Process</div> |                      |            |
| OPM    |   |                      |            |
| CPA    |   |                      |            |
| OMIS   |   |                      |            |
| ORCR   |   |                      |            |
| OSRTI  |   |                      |            |
| FFRRO  |   |                      |            |
| OEM    |   |                      |            |
| OBLR   |   |                      |            |
| OUST   |   |                      |            |
| TOTAL  |   |                      |            |

Message

**From:** Datcher, Dawn [Datcher.Dawn@epa.gov]  
**Sent:** 12/12/2017 9:46:41 PM  
**To:** Huff, Mark J [huff.markj@epa.gov]  
**CC:** Simon, Nigel [Simon.Nigel@epa.gov]; Smith, Susan [Smith.Susan@epa.gov]; Johnson, Barnes [Johnson.Barnes@epa.gov]; Salyer, Kathleen [Salyer.Kathleen@epa.gov]  
**Subject:** Follow-up - HR Discussion

Mark,

As a follow-up to today's HR Discussion with Barnes and Kathleen, sending the below list of ORCR Hiring Priorities as of November 8, 2017. Please provide any updates by **COB 12/15/17**. Lastly, please ensure actions are listed in priority order.

| ORCR FY18 Interim FTE Levels |              |              |             |
|------------------------------|--------------|--------------|-------------|
| Program Project              | FY17 Enacted | FY18 Interim | % Reduction |
| 000DD2                       |              |              |             |
| Emanifest                    |              |              |             |
| 000DA1                       |              |              |             |
| 000DA2                       |              |              |             |
| 000D99                       |              |              |             |

## Ex. 5 - Deliberative Process

| ORCR Hiring Priorities<br>As of November 8, 2017 |   |  |  |          |  |                                |                          |
|--|---|--|--|----------|--|--------------------------------|--------------------------|
| Office   | Title/Series/Grade<br>of Current Position | Is Vacancy a<br>Result of<br>VERA/VSIP?<br>(Y/N) | Was the<br>position<br>previously<br>approved<br>by the<br>SRO?<br>(Y/N) | Comments | If the vacancy<br>is a result of<br>VERA/VSIP,<br>how is the<br>new position<br>being<br>restructured? | Status<br>with<br>SSC<br>(Y/N) | Area of<br>Consideration |
| ORCR   |   |  |  |          |  |                                |                          |
| ORCR   |   |  |  |          |  |                                |                          |
| ORCR   |   |  |  |          |  |                                |                          |
| ORCR   |   |  |  |          |  |                                |                          |

## Ex. 5 - Deliberative Process

ORCR

ORCR

ORCR

# Ex. 5 - Deliberative Process

Dawn Datcher  
Lead Management Analyst  
Organizational Management & Integrity Staff (OMIS)  
Office of Land and Emergency Management  
U.S. Environmental Protection Agency  
Room 4135 WJC-West

Phone: (202) 564-9911  
E-mail: [datcher.dawn@epa.gov](mailto:datcher.dawn@epa.gov)

Message

---

**From:** Robinson, Rhonda [Robinson.Rhonda@epa.gov]  
**Sent:** 12/18/2017 4:25:03 PM  
**To:** Datcher, Dawn [Datcher.Dawn@epa.gov]  
**CC:** Smith, Susan [Smith.Susan@epa.gov]  
**Subject:** OSRTI HR Priorities  
**Attachments:** OSRTI HR Priorities as of 12-13-17.xlsx

Good morning Dawn,

Attached are OSRTI's HR priorities.

Thanks,

---

Rhonda R. Robinson  
*HR Team Lead*  
*Human Resources Branch*  
Office of Land and Emergency Management  
Office of Superfund Remediation and Technology Innovation  
Resources Management Division  
U.S. Environmental Protection Agency  
1200 Pennsylvania Avenue, N. W.  
**Mail Code:** 5202P  
Washington, DC 20460  
(703) 603-7195

Message

---

**From:** Datcher, Dawn [Datcher.Dawn@epa.gov]  
**Sent:** 11/8/2017 6:00:44 PM  
**To:** Smith, Susan [Smith.Susan@epa.gov]  
**Subject:** Hiring Priorities List 11-8-17 OLEMs.xlsx  
**Attachments:** Hiring Priorities List 11-8-17 OLEMs.xlsx; ATT00001.htm

Missing OSRTI. Also I believe ORCR added a new position.

Message

**From:** Robinson, Rhonda [Robinson.Rhonda@epa.gov]  
**Sent:** 11/8/2017 5:14:05 PM  
**To:** Datcher, Dawn [Datcher.Dawn@epa.gov]; Danforth, Loren [Danforth.Loren@epa.gov]  
**CC:** Smith, Susan [Smith.Susan@epa.gov]  
**Subject:** RE: URGENT - Hiring Priorities due by 12pm  
**Attachments:** OSRTI HR Priorities as of 11-08-17.xlsx

Thanks,

---

Rhonda Robinson  
OLEM/OSRTI/HRB  
703-603-7195  
\*\*\*\*\*

---

**From:** Datcher, Dawn  
**Sent:** Wednesday, November 08, 2017 9:47 AM  
**To:** Robinson, Rhonda <Robinson.Rhonda@epa.gov>; Danforth, Loren <Danforth.Loren@epa.gov>  
**Cc:** Smith, Susan <Smith.Susan@epa.gov>  
**Subject:** FW: URGENT - Hiring Priorities due by 12pm  
**Importance:** High

Morning again,

To make it easier please complete the chart below.

| OLEM Hiring Priorities |  |  |  |          |  |                       |
|------------------------|--|--|--|----------|--|-----------------------|
| As of November 8, 2017 |  |  |  |          |  |                       |
| Office                 | Title/Series/Grade of Current Position | Is Vacancy a Result of VERA/VSIP (Y/N) | Was the position previously approved by Nigel Simon? (Y/N) | Comments | If the vacancy is a result of VERA/VSIP, how is the new position being restructured? | Status with SSC (Y/N) |
| OSRTI                  |  |  |  |          |  |                       |
| OSRTI                  |  |  |  |          |  |                       |
| OSRTI                  |  |  |  |          |  |                       |
| OSRTI                  |  |  |  |          |  |                       |
|                        |  |  |  |          |  |                       |

Dawn Datcher  
Office of Land and Emergency Management  
U.S. Environmental Protection Agency  
Phone: (202) 564-9911

---

**From:** Datcher, Dawn

**Sent:** Wednesday, November 08, 2017 7:32 AM

**To:** Roache, Brendan <[Roache.Brendan@epa.gov](mailto:Roache.Brendan@epa.gov)>; Robinson, Rhonda <[Robinson.Rhonda@epa.gov](mailto:Robinson.Rhonda@epa.gov)>; Brown, Tamiko <[Brown.Tamiko@epa.gov](mailto:Brown.Tamiko@epa.gov)>; Goldring, Susie <[Goldring.Susie@epa.gov](mailto:Goldring.Susie@epa.gov)>

**Cc:** Smith, Susan <[Smith.Susan@epa.gov](mailto:Smith.Susan@epa.gov)>; Danforth, Loren <[Danforth.Loren@epa.gov](mailto:Danforth.Loren@epa.gov)>; Worley, Ray <[Worley.ray@epa.gov](mailto:Worley.ray@epa.gov)>; Beasley, Lynn <[Beasley.Lynn@epa.gov](mailto:Beasley.Lynn@epa.gov)>

**Subject:** URGENT - Hiring Priorities due by 12pm

**Importance:** High

Good morning Leads,

Was just notified of a fire drill from OARM by Nigel and Susan due today. Yesterday, a meeting was held at the AO level re: AAship FTE targets, etc. I am requesting everyone submit their office hiring priorities to both Susan and myself by **12pm today**. This includes actions that are with the SSC but not yet advertised.

Please reply to both Susan and myself as I will be departing early today.

Dawn Datcher

Lead Management Analyst

Organizational Management & Integrity Staff (OMIS)

Office of Land and Emergency Management

U.S. Environmental Protection Agency

Room 4135 WJC-West

Phone: (202) 564-9911

E-mail: [datcher.dawn@epa.gov](mailto:datcher.dawn@epa.gov)

Message

---

**From:** Johnson, Barnes [Johnson.Barnes@epa.gov]  
**Sent:** 8/16/2017 4:22:28 PM  
**To:** Thornton, Kecia [Thornton.Kecia@epa.gov]  
**CC:** Salyer, Kathleen [Salyer.Kathleen@epa.gov]; Hockey, David [Hockey.David@epa.gov]; Smith, Susan [Smith.Susan@epa.gov]; Hilosky, Nick [Hilosky.Nick@epa.gov]  
**Subject:** Re: URGENT RESPONSE NEEDED: Clarification question from Barry re: information from your FMFIA letter

Oops this needed more edits:

## Ex. 5 - Deliberative Process

Sent from my iPhone

On Aug 16, 2017, at 11:12 AM, Thornton, Kecia <Thornton.Kecia@epa.gov> wrote:

Perfect! Thank you so very much! I will share this with the IO and let you know if he has follow up questions. Take care!

---

**From:** Johnson, Barnes  
**Sent:** Wednesday, August 16, 2017 12:09 PM  
**To:** Thornton, Kecia <Thornton.Kecia@epa.gov>  
**Cc:** Salyer, Kathleen <Salyer.Kathleen@epa.gov>; Hockey, David <Hockey.David@epa.gov>; Smith, Susan <Smith.Susan@epa.gov>; Hilosky, Nick <Hilosky.Nick@epa.gov>  
**Subject:** Re: URGENT RESPONSE NEEDED: Clarification question from Barry re: information from your FMFIA letter

Kecia

We could probably back off of the first highlighted section given we had only 1 v/v takers.

The second section should remain given pres bud. Here is what I would go with:

## Ex. 5 - Deliberative Process

Sent from my iPhone

On Aug 16, 2017, at 10:23 AM, Thornton, Kecia <[Thornton.Kecia@epa.gov](mailto:Thornton.Kecia@epa.gov)> wrote:

Good morning Barnes!

Barry is finalizing the OLEM letter and wanted include the following excerpt from the ORCR letter. Before moving forward, he would like to know if the information below is still accurate in light of the recent outcome of VERA/VSIP offerings. Can you let me know something right away, please? Barry is scheduled to leave the office soon. Thank you!!

\*\*\*\*\*

## **Ex. 5 - Deliberative Process**

Kecia Thornton  
Office of Land and Emergency Management  
Organizational Management & Integrity Staff  
EPA West room 4148A  
202/566-1913  
202/566-0569 (fax)

---

This e-mail transmission and any attachments to it are intended solely for the use of the individual or entity to whom it is addressed and may contain confidential and privileged information. If you are not the intended recipient, your use, forwarding, printing, storing, disseminating, distribution, or copying of the communication is prohibited. If you received this communication in error, please notify the sender immediately by replying to this message and delete it from your computer.

Message

**From:** Smith, Susan [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=C1A62CA9F6E24D83A94288B6B2D2F7A0-SCSMITH]  
**Sent:** 12/12/2017 8:29:27 PM  
**To:** Datcher, Dawn [Datcher.Dawn@epa.gov]  
**Subject:** RE: Follow-up - HR Discussion

Thanks for doing this. Glad we have it to reference.

*Susan*

Susan Smith, Director/ PMO  
Organizational Management and Integrity Staff  
Office of Land and Emergency Management/U.S. EPA  
1301 Constitution Ave., NW, Washington, DC 20460  
4139 WJC West/MC: 5101T

202-564-6656 (office)  
202-834-8239 (cell)

[Follow OLEM](#) on Twitter @EPALand

---

**From:** Datcher, Dawn  
**Sent:** Tuesday, December 12, 2017 3:25 PM  
**To:** Robinson, Rhonda <Robinson.Rhonda@epa.gov>  
**Cc:** Simon, Nigel <Simon.Nigel@epa.gov>; Smith, Susan <Smith.Susan@epa.gov>; Woolford, James <Woolford.James@epa.gov>; Stalcup, Dana <Stalcup.Dana@epa.gov>; Danforth, Loren <Danforth.Loren@epa.gov>  
**Subject:** Follow-up - HR Discussion

Hi Rhonda!

As a follow-up to today's HR Discussion with Jim and Dana, sending the below list of OSRTI Hiring Priorities as of November 8, 2017. Please provide any updates by **COB 12/15/17**. Lastly, please ensure actions are listed in priority order.

|                               |  |              |  |                    |  |             |  |
|-------------------------------|--|--------------|--|--------------------|--|-------------|--|
|                               |  |              |  |                    |  |             |  |
| OSRTI FY18 Interim FTE Levels |  |              |  |                    |  |             |  |
|                               |  |              |  |                    |  |             |  |
| Program Project               |  | FY17 Enacted |  | FY18 Interim Level |  | % Reduction |  |
|                               |  |              |  |                    |  |             |  |

## Ex. 5 - Deliberative Process

OSRTI Hiring Priorities  
As of November 8, 2017

| Office | Title/Series/Grade of Current Position  | Is Vacancy a Result of VERA/VSIP? (Y/N) | Was the position previously approved by the SRO? (Y/N) | Comments | If the vacancy is a result of VERA/VSIP, how is the new position being restructured? | Status with SSC (Y/N) | Area of Consideration |
|--------|---|---|--|----------|--|-----------------------|-----------------------|
| OSRTI  | <div>Ex. 5 - Deliberative Process</div> |   |  |          |  |                       |                       |
| OSRTI  |   |   |  |          |  |                       |                       |
| OSRTI  |   |   |  |          |  |                       |                       |
| OSRTI  |   |   |  |          |  |                       |                       |
| OSRTI  |   |   |  |          |  |                       |                       |
| OSRTI  |   |   |  |          |  |                       |                       |

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# Ex. 5 - Deliberative Process

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# Ex. 5 - Deliberative Process

OSRTI

Dawn Datcher  
Lead Management Analyst  
Organizational Management & Integrity Staff (OMIS)  
Office of Land and Emergency Management  
U.S. Environmental Protection Agency  
Room 4135 WJC-West

Phone: (202) 564-9911  
E-mail: [datcher.dawn@epa.gov](mailto:datcher.dawn@epa.gov)

Message

---

**From:** Smith, Susan [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=C1A62CA9F6E24D83A94288B6B2D2F7A0-SCSMITH]  
**Sent:** 11/8/2017 9:38:10 PM  
**To:** Simon, Nigel [Simon.Nigel@epa.gov]  
**CC:** Datcher, Dawn [Datcher.Dawn@epa.gov]  
**Attachments:** Hiring Priorities List 11-8-17 OLEMs.xlsx

Nigel,

Attached is the updated spreadsheet. Dawn and I are out tomorrow and Friday. However, please let me know if you need me to make any changes or if you have questions.

*Susan*

Susan Smith, Director/ PMO  
Organizational Management and Integrity Staff  
Office of Land and Emergency Management/U.S. EPA  
1301 Constitution Ave., NW, Washington, DC 20460  
4139 WJC West/MC: 5101T

202-564-6656 (office)

Ex. 6 - Personal Privacy (cell)

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Message

---

**From:** Smith, Susan [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=C1A62CA9F6E24D83A94288B6B2D2F7A0-SCSMITH]  
**Sent:** 8/10/2017 8:12:22 PM  
**To:** Datcher, Dawn [Datcher.Dawn@epa.gov]  
**Subject:** RE: TIME SENSITIVE: NRRB Chair Detail

Something we will have to talk about I guess.

*Susan*

Susan Smith, Director  
Organizational Management and Integrity Staff  
Office of Land and Emergency Management/U.S. EPA  
1301 Constitution Ave., NW, Washington, DC 20460  
4139 WJC West/MC: 5101T

202-564-6656 (office)  
Ex. 6 - Personal Privacy (cell)  
202-566-6324 (fax)

[Follow OLEM on Twitter @EPALand](#)

---

**From:** Woolford, James  
**Sent:** Thursday, August 10, 2017 4:00 PM  
**To:** Smith, Susan <Smith.Susan@epa.gov>  
**Cc:** Robinson, Rhonda <Robinson.Rhonda@epa.gov>; Fitz-James, Schatzi <Fitz-James.Schatzi@epa.gov>; Ammon, Doug <Ammon.Doug@epa.gov>; Datcher, Dawn <Datcher.Dawn@epa.gov>  
**Subject:** Re: TIME SENSITIVE: NRRB Chair Detail

That was the plan and what I have been discussing with ARD.

But is the question for a detail, does the position have to be restructured before we advertise the detail. Or can we can with old PD for a detail.

Sent from my iPhone

On Aug 10, 2017, at 1:58 PM, Smith, Susan <Smith.Susan@epa.gov> wrote:

The key word is "restructure". Dawn and I will work with your staff and the SSC to figure out a plan for restructuring these positions so they pass the test.

*Susan*

Susan Smith, Director  
Organizational Management and Integrity Staff  
Office of Land and Emergency Management/U.S. EPA  
1301 Constitution Ave., NW, Washington, DC 20460  
4139 WJC West/MC: 5101T

202-564-6656 (office)  
Ex. 6 - Personal Privacy (cell)  
202-566-6324 (fax)

[Follow OLEM on Twitter @EPALand](#)

---

**From:** Woolford, James

**Sent:** Thursday, August 10, 2017 11:44 AM

**To:** Robinson, Rhonda <[Robinson.Rhonda@epa.gov](mailto:Robinson.Rhonda@epa.gov)>; Smith, Susan <[Smith.Susan@epa.gov](mailto:Smith.Susan@epa.gov)>

**Cc:** Fitz-James, Schatzi <[Fitz-James.Schatzi@epa.gov](mailto:Fitz-James.Schatzi@epa.gov)>; Ammon, Doug <[Ammon.Doug@epa.gov](mailto:Ammon.Doug@epa.gov)>

**Subject:** Re: TIME SENSITIVE: NRRB Chair Detail

We were never told that. We explicitly asked and were told that as long as the position was restructured we could.

Sent from my iPhone

On Aug 10, 2017, at 11:40 AM, Robinson, Rhonda <[Robinson.Rhonda@epa.gov](mailto:Robinson.Rhonda@epa.gov)> wrote:

Good morning Schatzi,

I just came out of a meeting regarding the VERA/VSIP process. According to HR, we will not be able to backfill, through temporary promotion or detail, any position that is vacant as a result of the VERA/VSIP.

Thanks,

---

Rhonda R. Robinson

*HR Team Lead*

*Human Resources Branch*

Office of Land and Emergency Management

Office of Superfund Remediation and Technology Innovation

Resources Management Division

U.S. Environmental Protection Agency

1200 Pennsylvania Avenue, N. W.

**Mail Code:** 5202P

Washington, DC 20460

(703) 603-7195

## Message

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**From:** Smith, Susan [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=C1A62CA9F6E24D83A94288B6B2D2F7A0-SCSMITH]  
**Sent:** 7/12/2017 7:21:48 PM  
**To:** Huff, Mark J [huff.markj@epa.gov]  
**Subject:** FW: Memo from Mathy - Voluntary Separation Incentive Payment (VSIP) and Voluntary Early Retirement Authority (VERA) Opportunities  
**Attachments:** Attachment A.docx; Attachment B.docx; Attachment C.docx; Attachment D.docx

*Susan*

Susan Smith, Director  
Organizational Management and Integrity Staff  
Office of Land and Emergency Management/U.S. EPA  
1301 Constitution Ave., NW, Washington, DC 20460  
4139 WJC West/MC: 5101T

202-564-6656 (office)

Ex. 6 - Personal Privacy (cell)

202-566-6324 (fax)

Follow [OLEM](#) on Twitter [@EPALand](#)

---

**From:** Thornton, Kecia  
**Sent:** Tuesday, April 18, 2017 11:56 AM  
**To:** Datcher, Dawn <Datcher.Dawn@epa.gov>  
**Cc:** Smith, Susan <Smith.Susan@epa.gov>  
**Subject:** Memo from Mathy - Voluntary Separation Incentive Payment (VSIP) and Voluntary Early Retirement Authority (VERA) Opportunities

---

**From:** OSWER AA Stanislaus  
**Sent:** Tuesday, October 28, 2014 4:59 PM  
**To:** OSWER Everyone <[OSWER\\_Everyone@epa.gov](mailto:OSWER_Everyone@epa.gov)>  
**Cc:** Ciccarello, Nancy <[Ciccarello.Nancy@epa.gov](mailto:Ciccarello.Nancy@epa.gov)>; Watson, Pat <[Watson.Pat@epa.gov](mailto:Watson.Pat@epa.gov)>; CIN\_HRSSC\_Benefits\_Central <[CIN\\_HRSSC\\_Benefits\\_Central@epa.gov](mailto:CIN_HRSSC_Benefits_Central@epa.gov)>  
**Subject:** Voluntary Separation Incentive Payment (VSIP) and Voluntary Early Retirement Authority (VERA) Opportunities

**October 28, 2014**

## MEMORANDUM

**SUBJECT:** Voluntary Separation Incentive Payment (VSIP) and Voluntary Early Retirement Authority (VERA) Opportunities

**FROM:** Mathy Stanislaus  
Assistant Administrator

**TO:** All OSWER Employees

I am pleased to announce that the Office of Personnel Management (OPM) has approved our request to offer VSIP (also known as buy-out) and VERA (also known as early-out) opportunities. As our organization implements various workforce planning efforts, we want to take advantage of these and other flexibilities and tools to help ensure that our workforce possesses the mix of skills most appropriate for carrying out our mission.

In accordance with statute and regulations, we identified for OPM the specific grades, occupational series, and geographic locations designated for VERA and VSIP, and we have received approval from OPM for the categories identified in **Attachment A**. The total number of VSIPs offered will be 70. If the number of applications received exceeds the total number of VSIPs we can offer under one of the categories identified in Attachment A, approvals will be based first on service computation date (SCD) for leave, then on entry on duty (EOD) date - EPA years of service. If the SCD and EOD dates are the same for two eligible employees, then the offer will be granted to the employee who submitted his or her application first. Attachment A also shows the maximum number of applications that will be approved by organization, grade, occupational series, and geographic location, as applicable.

You can find basic eligibility criteria for VSIPs and VERAs in **Attachment B**. The Cincinnati (CIN) Human Resources Shared Service Center (HR SSC) can provide you with more information about VSIPs and VERAs, as well as benefits and retirements, and can assist you with retirement annuity estimates. **Attachment C** provides a list of your CIN HR SSC contacts. In addition, you are encouraged to review your electronic Official Personnel File (OPF) prior to submitting an application to ensure that all information is accurate.

If you decide to apply, you should do so early in the application period, which opens on October 28, 2014 and closes at 11:59 p.m. Eastern time on November 18, 2014. Applications will be accepted during this period using the [electronic application form](#). Specific instructions on how and when to apply are in **Attachment D**. If your application is approved and you decide to proceed with VERA or VSIP, you must depart during the separation window which ends on January 9, 2015. If you decide to withdraw your application, you must do so by January 8, 2015.

If you do proceed with VERA or VSIP, before leaving the Agency you are required to ensure that records for which you are responsible are identified and stored in a record keeping system or transferred to your supervisor or successor. If you have any questions about your records management responsibilities, please contact your [Records Liaison Officer](#).

The decision to take advantage of a VERA or VSIP is **entirely voluntary**. This is a very personal decision. No one will be pressured to submit an application, and no one is required to accept an offer. You are urged to carefully consider the information provided and your personal situation prior to making a decision.

We will continue to provide anyone considering this decision with useful information and expert contacts. We plan to use all flexibilities and tools available to help OSWER most effectively support both individual employees as well as the agency's strategic mission.

Thank you.

Attachments

Message

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**From:** Smith, Susan [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=C1A62CA9F6E24D83A94288B6B2D2F7A0-SCSMITH]  
**Sent:** 6/2/2017 1:40:31 PM  
**To:** Stalcup, Dana [Stalcup.Dana@epa.gov]  
**CC:** Woolford, James [Woolford.James@epa.gov]; Danforth, Loren [Danforth.Loren@epa.gov]; Simon, Nigel [Simon.Nigel@epa.gov]  
**Subject:** RE: VERA/VSIP Follow-up Questions

Thanks much!! Have a great weekend.

*Susan*

Susan Smith, Director  
Organizational Management and Integrity Staff  
Office of Land and Emergency Management/U.S. EPA  
1301 Constitution Ave., NW, Washington, DC 20460  
4139 WJC West/MC: 5101T

202-564-6656 (office)

Ex. 6 - Personal Privacy (cell)

202-566-6324 (fax)

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**From:** Stalcup, Dana  
**Sent:** Friday, June 02, 2017 9:33 AM  
**To:** Smith, Susan <Smith.Susan@epa.gov>  
**Cc:** Woolford, James <Woolford.James@epa.gov>; Danforth, Loren <Danforth.Loren@epa.gov>; Simon, Nigel <Simon.Nigel@epa.gov>  
**Subject:** RE: VERA/VSIP Follow-up Questions

Susan, attached is OSRTI's final table. Please let us know if you have any questions. Thanks - Dana

Dana Stalcup  
Deputy Director  
OLEM/Office of Superfund Remediation and Technology Innovation (OSRTI)  
Desk – 703-603-8702  
Cell – Ex. 6 - Personal Privacy  
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**From:** Smith, Susan  
**Sent:** Thursday, June 01, 2017 12:58 PM  
**To:** Woolford, James <Woolford.James@epa.gov>; Stalcup, Dana <Stalcup.Dana@epa.gov>; Cheatham, Reggie <cheatham.reggie@epa.gov>; Clark, Becki <Clark.Beki@epa.gov>; Bertrand, Charlotte <Bertrand.Charlotte@epa.gov>; Gervais, Gregory <Gervais.Gregory@epa.gov>; Hoskinson, Carolyn <Hoskinson.Carolyn@epa.gov>; Barolo, Mark <Barolo.Mark@epa.gov>; Johnson, Barnes <Johnson.Barnes@epa.gov>; Salyer, Kathleen <Salyer.Kathleen@epa.gov>; Simon, Nigel <Simon.Nigel@epa.gov>; Lloyd, David <Lloyd.DavidR@epa.gov>; Morey, Debra <Morey.Debi@epa.gov>; Lowery, Brigid <Lowery.Brigid@epa.gov>; Benjamin, Kent <Benjamin.Kent@epa.gov>  
**Cc:** Danforth, Loren <Danforth.Loren@epa.gov>; Roache, Brendan <Roache.Brendan@epa.gov>; Huff, Mark J <huff.markj@epa.gov>; Beasley, Lynn <Beasley.Lynn@epa.gov>; Datcher, Dawn <Datcher.Dawn@epa.gov>; Breen,

Barry <[Breen.Barry@epa.gov](mailto:Breen.Barry@epa.gov)>; Hilosky, Nick <[Hilosky.Nick@epa.gov](mailto:Hilosky.Nick@epa.gov)>; Brooks, Becky <[Brooks.Becky@epa.gov](mailto:Brooks.Becky@epa.gov)>

**Subject:** VERA/VSIP Follow-up Questions

Good afternoon!

Wanted thank you all for your work on our office-wide request for VERA/VSIP authority. OARM is currently reviewing our request. As a result, we just got a follow-up email asking us to revise the 'major themes' spreadsheet OLEM submitted to OARM on 5/19 to match the final OLEM request for targeted positions and max offers we submitted last week.

Please provide me with your final numbers by appropriation based on the targeted positions and max offers you submitted last week. For those of you who only listed one theme and appropriation type, no changes are needed if that is still the case. I need this by **NOON** tomorrow. If you need a copy of the sheet you originally provided, let me know. Thanks!!!!

*Susan*

Susan Smith, Director  
Organizational Management and Integrity Staff  
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